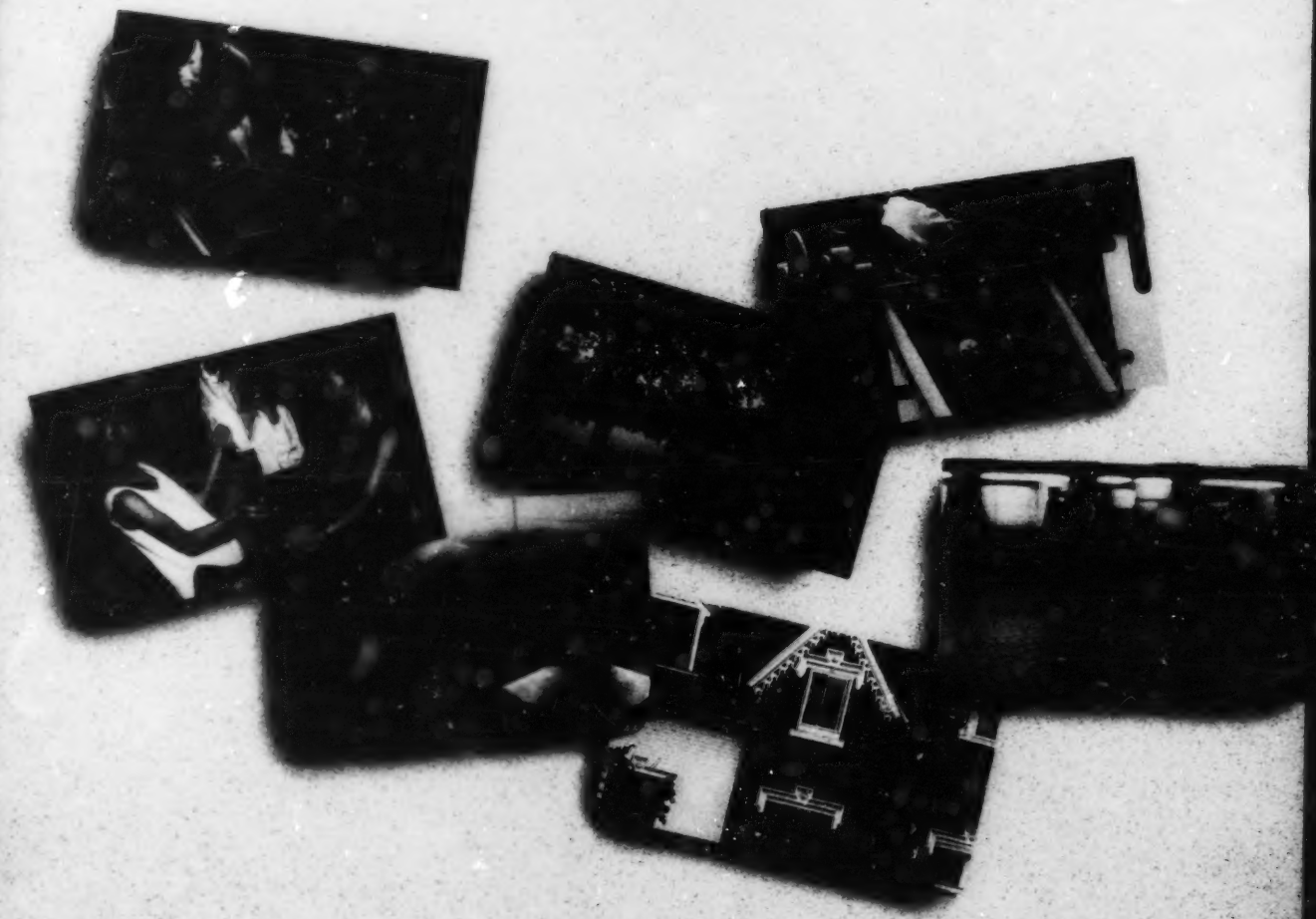
Annual Report 1990

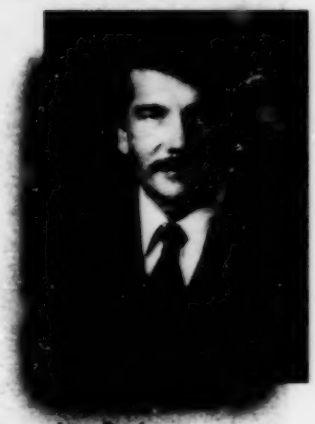


Ville de Montréal

Annual Report 1990

The 1990 annual report is not merely the chronicle of one year in the history of our city. It also provides a measure of the changes that have taken place since 1986.

Working steadily to serve Montrealers, the municipal government has brought in a series of initiatives, activities and programs which benefit citizens and correspond more closely to their needs, while consulting widely to develop effective plans for the future of our city.



Jean Doré
Mayor

I would like to draw attention to two accomplishments in particular: the adoption of a housing policy and the adoption of the first master plan for the Ville-Marie area, the city's vital centre. Developing these two policies essential to Montréal's collective life was a tremendous challenge. We were able to meet that challenge in a relatively short time, and this is due above all to the immense contribution of the many citizens who participated in public consultations and exchanges.

You will find a wealth of information in this report. We hope it will enhance your knowledge and appreciation of Montréal.

Jean Doré
Mayor of Montréal

Léa Cousineau
Chairperson of the
Executive Committee

John Gardiner
Vice-chairperson
of the Executive
Committee

Improving the quality of urban life and municipal services depends on daily efforts and activities in fields as diverse as social assistance, cultural life, economic activity, the environment and municipal democracy.

The 1990 report of the Ville de Montréal provides an overview of the new initiatives and activities undertaken to support economic, cultural, and social development at the local level. Support for commercial streets, the promotion and creation of local employment, a housing policy, the expansion of the domestic presorted waste collection program, the creation and enhancement of green spaces, and the work of district advisory committees are all evidence of new stirrings in the life of our city at the local level.

Montréal's administration views the vitality of local neighbourhoods as an essential component of the quality of life: it is here that Montrealers develop a real sense of attachment to their city. This concern for the local level does not inhibit, but rather reinforces, the development of Montréal's regional and international role, as this report of our activities testifies.

The annual report is a useful source of information on the city and its administration. I encourage you to read it and to keep it on hand for future consultation.

Léa Cousineau
Chairperson of the
Executive Committee

92-06425/

Madame Chairperson:

I am honoured to present the annual report of the Ville de Montréal for the fiscal year ending December 31, 1990.

The City's achievements are presented through the prism of 11 themes. Nine of these bear witness to the wide scope of the City's responsibilities and activities: promoting economic activity and employment; planning the city of tomorrow; managing public property; housing for Montrealers; respecting the environment; protecting life and property; helping the underprivileged; expressing who we are; and responding to diverse interests.

The two remaining themes, "municipal democracy" and "making services accessible", are designed to demonstrate how the Administration has worked with citizens to fulfill its goal of public service.

One fact in particular stands out in this report of the Administration's 1990 activities, namely: the implementation rate for the triennial investments program came to 97%, accounting for expenditures of $242.5 million. This is the best performance by the City in a decade.

Within a short space of time, the City accomplished a vast administrative reform, introduced technological upgrading on a large scale, and undertook a necessary catch-up exercise in policy and planning. In light of this, it is all the more satisfying to be able to draw up a list of projects brought to completion during the last year alone: the opening of the île Notre-Dame beach, the inauguration of the Insectarium, the extension of the pre-sorted waste collection program to 35,000 households, the introduction of the Crédit-Proprio program for new home buyers, the establishment of the first sorting and recycling centre, and the list continues.

Most of the highlights of 1990 reflect the Administration's determination to make Montréal a healthy urban environment. This is the goal which underlies measures such as the development of alternatives to conventional methods of waste management, the elaboration of Montréal's first urban development plan, the upgrading of the public art collection, as well as the hosting of the new United Nations organization dedicated to the protection of the ozone layer (the second UN body to be located in Montréal).

Pierre Le François
Secretary General

Thérèse Daviau
Member of the
Executive Committee

Joseph Biello
Member of the
Executive Committee

Richard Brunelle
Member of the
Executive Committee

André Lavallée
Member of the
Executive Committee

Several administrative achievements also deserve attention. In 1990, we were able to gauge the initial results of the equal opportunity employment program for women: there was an increase in the proportion of women in all of the City's job categories with the exception of that of supervisor, in which no change occurred this past year.

Advances have also been made in the area of equal opportunity employment for members of cultural communities, and the City has set a hiring objective of 25% for members of cultural communities for jobs requiring external recruiting.

The City's employees have benefited from an estimated 2,500 person-days of training in the use of new technologies, which is intended to create a more efficient civil service.

Finally, I would like to note the creation of a new internal communications division whose mandate includes strengthening employees' sense of belonging to the organization and reinforcing their commitment to the corporate objective of "making Montréal a genuine public service enterprise".

Yours truly,
Pierre Le François
Secretary General

Tenir à la portée des enfants

Keep within reach of children

In every part of the city, there are pleasant and functional parks designed with children in mind. They are one part of the wide array of recreational activities offered by the City every season.

New beach on île Notre-Dame attracts 141,000 Montrealers

During the summer of 1990, more than 141,000 Montrealers enjoyed the new beach on île Notre-Dame, inaugurated by the City in June.

Water quality is assured by an oxygenation process that aerates and filters river water through 125,000 aquatic plants selected for their purifying powers, along with the use of pure water from the water table. The swimming area has a sandy beach 15 metres wide, with sand extending 38 metres under water.

The beach, which can accommodate 5,000 people per day, won a prize for urban landscape design from the "Save Montréal" organization.

The Insectarium: a unique science recreation facility

Since February 8, 1990, the Insectarium of Montréal has displayed a collection of the finest specimens of over 350,000 kinds of insects from all over the world. The shape of an insect can be discerned even in the Insectarium's architecture. Located at the site of the Botanical Garden, this new attraction drew 400,000 visitors in 1990.

The Insectarium's permanent collection was built mainly from the collections of two eminent Québec entomologists: Georges Brossard, a notary who gathered the most exotic specimens from around the world, and Frère Firmin Laliberté, who built a collection of species native to Québec. The Insectarium also exhibits live insects raised on the premises.

The Insectarium features facilities and activities for children, as well as a garden whose plants are selected for their ability to attract various species of butterflies, bees, and beetles.

Housing policy adopted; tax credits produce results

Following a public consultation, City Council adopted Montréal's housing policy. The housing policy focuses on access to home ownership, residential development, the quality of the residential environment, low-cost housing, and measures to allow people to remain in their neighbourhoods. Simultaneously, the City put its "Crédit-Proprio" (homeowner helper) program into effect. This 5-year/$5,000 tax credit program is one of the key programs emerging from the new policy.

Every first-time purchaser of a new home at a cost of less than $100,000 (excluding land, garage, infrastructure and GST) is eligible for this credit on property taxes of up to $1,000 per year, up to a limit of $5,000.

By the end of 1990, some 400 households (mainly couples under 35 years of age with modest incomes) had benefited from this program. In August 1990, the Canada Mortgage and Housing Corporation acknowledged the contribution of Crédit-Proprio to Montréal's solid performance of a 41% increase in housing starts of single family dwellings and condominiums during the first nine months of 1990, compared to a decrease of 29% on the rest of the Island.

A master plan for downtown development

Last October 11, Montréal's City Council adopted the master development plan for the Ville-Marie administrative region; it was the first urban plan in the city's history. This initiative was the outcome of a long process of consultation, which began two years earlier with the publication of a discussion paper.

In January, 1990, the City presented a proposed master plan, containing its suggestions for regulating development in the city's core. It was studied by more than 500 people at a public consultation forum held in April, and was again studied at a dozen special sessions of the Ville-Marie district advisory committee.

At the same time, the City began the consultation process in Montréal's eight other administrative regions, working with citizens to identify the principal development issues and the principles to govern the master plan.

The administration is committed to providing a master development plan for the city as a whole by 1992.

Acces Montréal: a front-line service for faster response

To provide greater access to its services, the City introduced a new telephone information service in April 1990. It is open from 7 AM to 11 PM, Monday through Friday.

For the nine months of 1990 during which the service was available, nearly 384,000 calls were processed by some 40 public information officers. These officers are specially trained to take comments and suggestions, to handle requests and complaints, and to respond to any request for information on municipal programs and services. They do research themselves when they are not able to provide immediate answers.

A second UN organization comes to Montréal

Montréal is the only Canadian city among the select group of cities of the world that host United Nations organizations. Not only has it retained this status, it now hosts two of the prestigious UN secretariats.

With a long and successful history as host of the International Civil Aviation Organization (ICAO), Montréal was chosen this year to welcome the Secretariat of the Multilateral Fund for the Protection of the Ozone Layer, which begins operation in 1991.

As part of the UN environmental program, the Secretariat will have the mandate of encouraging technology transfers from industrialized countries to developing countries, in order to help the latter reduce their use of chlorofluorocarbons (CFCs). This is a gas used mainly in refrigeration and air conditioning equipment which affects the ozone layer.

Since 1987, 63 countries have signed the Montréal Protocol on the reduction of substances that weaken the ozone layer.

Montreal sets an example with its "ecological" purchasing strategy

As well as maintaining an international profile in environmental protection, the City seeks to set an example as an institution. Thus, it has reached an agreement with its suppliers to eliminate the use of CFCs in its offices and work sites, and has included a clause in its calls for tenders that bans the purchase of equipment using gases which harm the ozone layer.

The City encourages its employees to buy environmentally-friendly products, for example, those which carry the "Eco" logo, or which are made from recycled materials. Environmental criteria are now an integral part of the evaluation of certain products (e.g. recycled paper, recycled or heavy metal-free paints, etc.)

Finally, it should be noted that the City is continuing its paper recycling program, in effect since 1987, as well as its natural gas conversion project for municipal vehicles. It is also refining and extending its energy conservation program.

Pre-sorted waste collection now available to 145,000 people

Following the results of pilot projects operated since 1989 in three Montréal districts (Notre-Dame-de-Grâce, Saint-Sulpice, and Pointe-aux-Trembles), the collection of pre-sorted waste has become a regular program of the City, and was extended this year to 35,000 households. In 1990, curbside collection of pre-sorted waste was available to an estimated 78,000 residents.

In addition, the number of pre-sorted waste depots in Montréal was increased to 71, which allows another 67,000 citizens to deposit their pre-sorted recyclable materials (cardboard, paper, glass). In total, 145,000 people, or 14% of the population of Montréal, can now take advantage of this alternative means of waste disposal. The percentage should rise to 30% in 1991.

The City will soon adopt a plan for integrated management of waste and recyclable materials. It is based on the long-term objectives of reduction, re-use, recovery, and recycling.

Montréal's first sorting and recycling centre begins operation

Last November, as part of its pre-sorted waste collection program, Montréal inaugurated its first sorting and recovery centre for recyclable materials (le Centre de tri et de récupération des matières recyclables).

Temporarily located on the site of the old Miron quarry, the Centre has the capacity to treat 100,000 metric tonnes per year.

The City established and operates the Centre in conjunction with private enterprise. An agreement was reached for a recovery project encompassing recyclable waste from industrial and commercial establishments, and all of the recyclable materials obtained from the City's pre-sorted waste collection program for households. Fifty jobs were created at the Centre.

The Centre treats paper, glass, plastic and metals to prepare them for the recycled materials market.

Working together to improve the quality of life

In 1990, Montréal joined the Québec network of "villes et villages en santé" (healthy cities and towns), which is based on the concept developed in Europe in 1988. The City has also created its own program, "Vivre Montréal en santé". It is designed to integrate a concern with health and quality of life in municipal planning and decision-making, as well as to encourage citizens and all of Montréal's public and private partners to take charge of improving their quality of life.

Meeting these objectives will require a concerted effort. Hence, the City has formed a promotion committee, bringing together some 50 Montréal partners from the domains of health, education, business, culture, transportation, as well as representatives of church groups, community groups and unions. The goal of the committee is to develop a strategy for the promotion of the health and quality of life of citizens.

Further, an interdepartmental committee was formed to act on these objectives inside the City administration.

Public art office opens

Montréal's Bureau d'art public (public art office), a branch of CIDEC, the Commission d'initiative et de développement culturels (cultural development commission), began operations in 1990. This office has a mandate to restore and improve Montréal's public art collection, and to acquire new works.

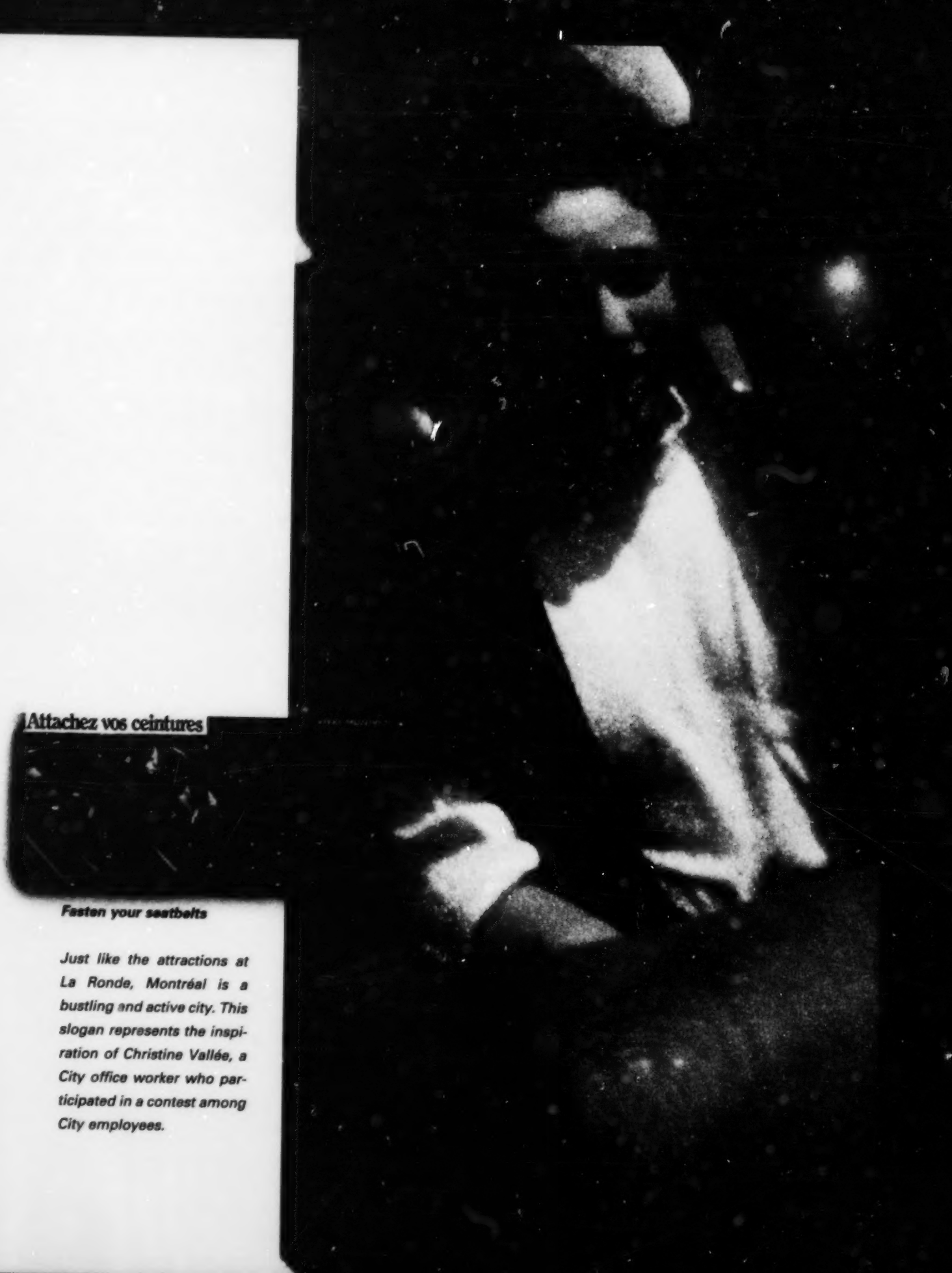
Contests were held to select the artists to be commissioned for three major works. Michel Goulet, the recipient of the Paul-Emile Borduas Prize in 1990, was chosen for a $225,000 commission to create "Les leçons singulières" on place Roy. For place Berri, Melvin Charney has received a $350,000 commission to complete a major work by the spring of 1992. Finally, in 1991 there will be a grant for the creation of a work at Jarry park dedicated to peace.

Documentary research on the 102 monuments in Montréal's public art collection was also completed, enabling the City to determine where restoration work is required. Already in 1990, the monument at place d'Armes dedicated to the founder of Montréal, Paul de Chomedey, Sieur de Maisonneuve, has been restored by specialists, with the financial support of the John Labatt company. The monument to Jean Vauquelin was also restored in 1990.

The Expos stay, the Machine arrives

On the sports scene, the year witnessed the participation of the City in negotiations surrounding the sale of the Montréal Expos, the local National League baseball team, as well as the acquisition of a franchise for the World League of American Football (WLAF).

The Administration was active in bringing together those interested parties able to ensure that the Expos, and all of the direct and indirect economic spinoffs connected with their activities, will remain in Montréal. At the same time, the City has arranged for Montrealers to see their own team, the "Montréal Machine" compete in the World League of American Football against American, European, and Mexican teams. The economic benefits are estimated at between $5 million and $8.5 million. The team's presence also means greater international visibility for Montréal and an additional point of attraction for residents and visitors.



Fasten your seatbelts

Just like the attractions at La Ronde, Montréal is a bustling and active city. This slogan represents the inspiration of Christine Vallée, a City office worker who participated in a contest among City employees.

Municipal Democracy

City Council and its standing committees

The standing committees of City Council held 63 public hearings and tabled 38 reports in 1990. Their notable accomplishments included a plan to modify regulations on heritage residential buildings, the development of a policy statement on housing, the tabling of a report on Montréal's fashion industry, and a study of the policy statement on support for cultural industries.

In January, 1990, the Commission permanente de l'aménagement, de l'habitation et des travaux publics (standing committee on development, housing and public works) received a mandate from City Council for a public study of the plan to modify regulations on the protection of heritage housing. The goal of the plan was to enlarge the City's powers to control the housing stock, especially all demolitions and conversions to non-residential uses, and to gain the right to intervene in cases where buildings are left to deteriorate or subjected to abuse.

After public study, the standing committee's proposed modifications were approved by a majority at City Council.

This standing committee also undertook a public consultation on a housing policy for Montréal. This consultation included public meetings at which the committee heard 136 citizens and representatives of organizations, and received 82 written submissions. City Council adopted the housing policy in 1990, taking into consideration the committee's recommendations.

On the recommendation of the Commission permanente du développement économique (standing committee on economic development), in its report on the fashion industry, the ministère de l'Éducation du Québec agreed to examine the setting up of a college-level training program incorporating the various disciplines related to the fashion industry.

Finally, a policy statement on support for cultural industries was tabled in City Council and submitted to the Commission permanente du développement culturel (standing committee on cultural development). The City intends to take stock of and evaluate its varied activities in the realm of culture in order to more effectively assist the sector as a whole. At the public hearings held by this committee, 44 organizations and three individuals submitted briefs.

The Comités-conseils d'arrondissement
(District Advisory Committees)

In 1990, 326 regulatory items were submitted to the district advisory committees by the Executive Committee. These included zoning regulations; proposals for occupation or construction; closings of streets, alleys, or public places; the naming or name change of public places; the development and operation of parking lots; demolitions; modifications to residential buildings, etc.

There were also 173 citizen requests studied by the committees. There were 289 questions addressed to councillors and some 3,000 people attended the district advisory committee meetings. The committees had an average of nine meetings each in 1990.

The district advisory committees cooperated with the Bureau du plan d'urbanisme (city planning office) in its efforts to prepare a development plan for each administrative region. Taken together, these plans will constitute Montréal's first master plan.

A by-law modification in 1990 enlarged the role of the district advisory committees, enabling them to undertake public study of programs managed by City departments. Further, the members of the committees are now able to submit their requests for repair and improvement work to be effected from budgets allocated to each of the City's nine administrative regions.

The Bureau de consultation de Montréal
(Consultation office)

In 1990, the Bureau de consultation de Montréal (BCM) held a public consultation on the Plan préliminaire de mise en valeur du mont Royal (the preliminary plan for the renewal of Mount Royal), prepared by the Service de l'habitation et du développement urbain (department of housing and urban development).

One of the main questions examined was the concept of the "three summits", which advances a strategy to protect and renew Mount Royal, to be carried out in cooperation with the municipalities of Outremont and Westmount, and the major institutions located on the mountain. The consultation also addressed the restoration and redevelopment of Mount Royal park, the redevelopment of the areas around Mount Royal and particularly of surrounding traffic routes, and the control of urban development in areas surrounding the mountain.

In September, the BCM submitted a report to the City's Executive Committee containing 53 recommendations: notably, that priority be given to preserving the natural environment, that automobile use be gradually restricted, and that the area be better served by public transportation.

During the year, the BCM also held a public consultation concerning the location of the maison de la culture de Pointe-aux-Trembles and the role of the Complexe Roussin. Initially, the Bureau held meetings with citizens in the neighbourhood and representatives of City departments. As the groups which met expressed differing opinions about the site for the maison de la culture, the BCM closed these sessions and opened the consultation to a wider public.

The BCM's report, submitted to the Executive Committee in August 1990, recommended preserving the Complexe Roussin as a recreation centre, while undertaking major improvements at a cost of approximately $6 million. It also recommended that the maison de la culture be located in the Clémentine-de-la-Rousselière park.

Intercultural and Interracial Relations

In 1990, the Administration created the Comité consultatif sur les relations interculturelles et interraciales (the advisory committee on intercultural and interracial relations), with the cooperation of the Bureau interculturel de Montréal. The goal of this advisory committee is tc help ensure greater integration and participation of members of Montréal's cultural communities in the social, economic, political and cultural life of the city.

Bringing together representatives of cultural communities and various socio-professional milieus, the committee seeks to establish an ongoing dialogue with local elected representatives. Its mandate is to advise the Executive Committee on strategies and measures likely to promote social harmony, as well as on the implementation of policies encouraging the integration and participation of all communities in city life.

Elections

Nearly 13,000 people worked in different capacities during the year to organize the elections for Montréal. A budget of $4.6 million was allocated for this purpose.

Of the approximately 620,000 people eligible to vote, 36.1 per cent exercised this right. On November 4, 1990, the citizens of Montréal brought to office, for a four-year term, a new council composed of Mayor Jean Doré and 50 councillors, of whom 15 are women.

The Jeune Conseil

Founded in 1987, the Jeune Conseil de Montréal is an organization which holds model elections and simulated councils to initiate Montréal college and university students in the municipal democratic process. It contributes to training the future generation of public servants.

The Chairperson of City Council is the political authority responsible for the youth council, while the Bureau du protocole et de l'accueil provides educational follow-up and services useful to the operation of the council.

The youth council assembled on September 7, 8 and 9, 1990, for a simulation of a City Council session.

Making Services Accessible

Accès Montréal and the front-line service

In the spring of 1990, the Accès Montréal office in Hochelaga-Maisonneuve welcomed the 500,000th citizen to use its services since the office's inception.

In the past year, the Accès Montréal network extended the range of local services to include:

- issuing parking permits on streets reserved for residents
- consulting services provided by revenue officers from the Service des finances during the period when tax bills are issued
- distributing waste recovery bins
- selling admission passes for the île Notre Dame beach
- decentralizing requests for rodent extermination.

A pilot project was undertaken by the Accès Montréal office in Ahuntsic-Cartierville in conjunction with the Service de l'habitation et du développement urbain (department of housing and urban development). It involves the issuing of permits for the erection of garden sheds and the construction of sunken swimming pools, and has provided citizens access to in-house specialists.

Finally, a computerized consulting service pertaining to the evaluation and tax rolls has been completed. It is designed for business people in the real estate sector, who make 19,000 requests per month to Accès Montréal. The new service will render the network more available to the general population.

It should be noted that the Institute of Public Administration of Canada (IPAC) awarded Accès Montréal its first prize for innovative management.

A front-line Accès Montréal service was established to receive general information queries and calls concerning public works and finances. It is open Monday through Friday from 7 am to 11 pm.

Forty information officers handled almost 384,000 calls in 1990. The service makes it easier for citizens to reach the appropriate person and to obtain a more rapid response.

Consolidation of By-laws

In 1990, the Service du greffe began the process of consolidating some 8,800 municipal by-laws. To be carried out over a two-year period, this undertaking will clarify municipal by-laws and will culminate in the publication of accessible reference documents.

Communications

A variety of promotional campaigns were launched in 1990, in keeping with the theme "Vivre Montréal" (Montréal, Big On Life). Thus, the theme of the fourth annual clean-up campaign was "Vivre Montréal, c'est la respecter," while the campaign to promote living in Montréal was entitled "Vivre Montréal, c'est l'habiter." The theme of the launch of the front-line Accès Montréal service was "Vivre Montréal, c'est la connaître."

The City's principal activities affecting citizens were publicized through information and education campaigns. In 1990, these included the extension of the pre-sorted waste collection program, consultation on local urban development plans, the opening of the île Notre-Dame beach, simplification of the tax bill, and all media events.

City Hall

Access to City Hall remains the symbol of the City's policy of openness and accessibility. In 1990, an estimated 158,000 people were able to visit City Hall.

The Mayor's annual blood drive attracted a record 1,100 donors this year and was the occasion for 250 guided tours of City Hall. City Hall remained open seven days a week during the summer, allowing some 62,000 people to see the exhibit entitled "L'Hôtel de Ville à la mesure du temps" and to enjoy musical offerings by conservatory students.

Many of the reception activities at City Hall are organized by a committee of volunteers. This past year, they dedicated more than 1,000 hours of work.

Promoting Economic Activity and Employment

Sectorial Development

During the past year, CIDEM, the Commission d'initiative et de développement économiques de Montréal (economic development commission), conceived a plan for developing and promoting the fashion industry. The plan follows from extensive public consultation and is intended to reinforce Montréal's position as a national and international fashion centre. Notable efforts in this area include support for Lasalle College's model plant and the coordination of a project to bring together Montréal's young designer-entrepreneurs.

With respect to the food industry the City's mediation in the case of Borden-Catelli is noteworthy; not only did it help to preserve 300 jobs but it also resulted in an investment of $17.2 million. CIDEM also initiated an agreement between the City and the Marché central métropolitain to create Montréal's first "agro-industrial park" .

Two tourism projects were successfully completed this year: a pilot project for tourist signs in Old Montréal and the publication of a map to facilitate the circulation of tour coaches.

With regard to the aerospace industry, the City cooperated in the establishment of the École des métiers de l'aérospatiale, which will train, upgrade and assure the career development, both in French and English, of aerospace technicians and specialists.

An action plan for biotechnology industries has been drawn up and put into effect. CIDEM has assisted seven projects in this sector by providing financial assistance and by identifying partners and sources of manpower. Also worthy of note is the inauguration, by the Université de Montréal and the City, of the Institut de recherche en biologie végétale, situated on the site of the Botanical Garden; it specializes in pure and applied plant research and is a centre for the transfer of technology and for partnership with private enterprise.

A development strategy for the waste recycling and recovery industry has been formulated, and a market study of inorganic materials produced by the treatment of solid waste has been conducted, all with a view to the adoption in the near future of a master plan for solid waste management.

Finally, the Commission continued its work in the petrochemical and plastic sectors, in the area of adapting production methods, and in the area of production and design technologies.

Local Development

In 1990, CIDEM's local development commissioners cooperated with some 400 developers and industrial enterprises, helping to generate 25 investments, totalling $261 million, both in industrial parks and on privately owned land. As a result of these efforts, 3,464 jobs were saved and 533 new ones were created.

Infrastructure Development

In 1990, CIDEM took steps to set up infrastructures covering approximately 25 per cent of the Technoparc Montréal métropolitain (Montréal campus). It also acted to improve the viability of the Jarry and Pointe-aux-Trembles industrial parks, and to acquire the Assomption and Henri-Bourassa industrial park lands. City land in the Bridge-Wellington industrial zone was transferred to SODIM, the Société de développement industriel de Montréal, (industrial development corporation), enabling it to carry out its Lachine Canal business park project.

Support for Business

In the course of the year, CIDEM completed its "Plan d'action commerce," which was unveiled in September. This plan consists of four programs: the Programme Opération-commerce, which will require investments of $15.9 million to restore the character of heritage buildings along commercial arteries; the Programme de revitalisation des artères commerciales (RAC), which will result in a $27.4 million investment to enhance the distinctive character of each district; the Programme d'animation lors des foires commerciales, to which $1.8 million has been allocated to help organize events at street merchants' fairs; the Programme de soutien aux SIDAC, which will allow the SIDACs (commercial artery development corporations) subsidies of $50,000, beginning in 1993. In 1990, the City's contribution to the seven SIDACs increased to $210,000.

Moreover, the City has begun to take a census of the 42,000 firms and businesses within its jurisdiction.

Local Economic Development and Job Creation

At the beginning of 1990, the City made public its employment promotion strategy for disadvantaged neighbourhoods. Of the $6 million reserved for the next five years, $1 million was spent in 1990.

Local economic and community development corporations, called Corporations de développement économique et communautaire (CDEC), bring together community groups, local unions, private enterprise and certain local institutions. The network of CDECs has been consolidated in the administrative regions of Sud-Ouest, Mercier - Hochelaga-Maisonneuve, Centre-Sud - Plateau Mont-Royal, Rosemont - Petite-Patrie and Villeray - Saint-Michel. These economic and community development corporations develop a long term strategic vision for their neighbourhoods and create a consensus around this vision. They also prepare an action plan, to be submitted to the municipal administration and the different levels of government, for the decentralization of responsibility for consultation, improving employment skills and economic development.

Further, this year CIDEM set up a new support program for educational innovation, for re-entry into the job market and for the professional training of local manpower. A dozen projects in disadvantaged neighbourhoods have benefited from this Programme de soutien aux initiatives locales (PROSIL).

Planning the City of Tomorrow

Land Reserves

In 1990, in its second full year of operation, the Fonds de réaménagement urbain had encouraging results. It handled transactions totalling approximately $39.9 million and generated $3 million in profit. By December 31, 1990, its assets had risen to slightly more than $42 million.

Urban Development Planning

In January, the Administration published a master plan for the development of the Ville-Marie administrative region, which was formulated following extensive public consultation. In April a consultative forum brought together some 500 people to consider proposals. Subsequently, the Ville-Marie district advisory committee undertook public study of each section of the document, giving some 150 participants the opportunity to express their concerns. Finally, on October 11, 1990, City Council officially adopted the master plan for the development of the Ville-Marie administrative region, which determines urban development regulations for Montréal's central districts.

At the same time, the Bureau du plan d'urbanisme initiated corresponding planning exercises in each of the other eight administrative regions, with a view to identifying the main urban development issues and the principles to be considered in formulating the urban plan.

A synthesis of the main questions was circulated in each administrative region. The population was then invited to an information evening, and public forums were organized on particular themes. A local summit was then held in each administrative region, bringing together all participants, and a report on the consultation process was adopted by each district advisory committee. The information sessions drew an average of 80 to 100 people per district. The discussion forums enabled some 60 representatives from various milieus to express their points of view.

Zoning, By-laws and Building Plans

Forty-four building plans were approved in 1990. These projects, brought to fruition, represent investments in the order of $135 million.

Several by-laws related to the development of the territory have also been studied and, in some instances, adopted by City Council. They deal with major changes in provisional zoning in the Ville-Marie administrative region, the distribution of circulars and the use of parabolic (dish) and conventional antennas.

Zoning regulations were computerized in 1990. Systems are now in place to handle permits for construction, renovation, occupancy and sign-boards.

Development Projects

Noteworthy among the many projects undertaken in 1990 are: the Cité internationale and place Jacques-Cartier, for whose urban design international contests were launched; the elaboration of the place Berri concept; the development concept for the rue de la Commune and the historical and archaeological interpretation centre at Pointe-à-Callière. Archaeological digs have begun at this last site, which is where Ville-Marie was founded.

Agreements were concluded by the City with CN Real Estate for the development of a special planning sector around square Chaboillez, and with the Coop Fédérées for the development of the Marché central lands.

Open Spaces and the Green Network

This year, the City continued studies and negotiations with Canadian Pacific and Hydro-Québec for use of rights-of-way of rail and overhead power lines to create a large linear park or "green network", intended for pedestrians and cyclists. Construction is scheduled for spring 1991; in the first phase Jarry park will be linked to the rue Masson, then the Rivière-des-Prairies to the Old Port.

Finally, the City is pursuing work on a master plan for the development of îles Sainte-Hélène and Notre-Dame.

Heritage Sites

As a result of the 1989 renewal of an agreement between the ministère des Affaires culturelles du Québec and the Ville de Montréal (MAC-Ville agreement), $1.5 million was spent in 1990 on restoring buildings in the historic district of Old Montréal and bringing them up to standard. These grants encouraged investments of more than $17 million in the area.

The introduction of a by-law for the preservation of heritage buildings has given the City more control over demolitions and the conversion of residential space to other uses.

Finally, City Council has designated two new heritage sites under the Loi sur les biens culturels: the Saint-Jean-Baptiste church in Plateau Mont-Royal, and Saint-Paul church in the Côte-Saint-Paul district. Six historic buildings were classified: the maison Samuel Burland on Saint-Urbain, the maison Longpré in Rosemont, the Blumenthal building on Sainte-Catherine, the Toronto-Dominion Bank branch on the corner of Bleury, the Seville Theatre and the Saint-Isidore convent in the Longue-Pointe district.

Autres formats disponibles

Other models available

One of Montréal's particular characteristics is the great diversity of housing types and neighbourhoods. There is something for everyone. Montréal is best experienced by living here.

Managing Public Property

In 1990, approximately $37 million was allocated to the maintenance of city streets, including $12.3 million for the repair of 191 km of pavement and $24 million for the rebuilding of 83 km of sidewalks. Also, 2,648 new streetlights were installed and 892 new access ramps for the handicapped were built, bringing the total number of ramps to 16,972.

Infrastructure Repairs

Among the major infrastructure repair projects, it is worth noting the street repair done using granite salvaged from previous projects and the rebuilding of granite-bordered sidewalks on Saint-Paul between Berri and place Jacques-Cartier.

Major work was undertaken to rebuild pavement and sidewalks on the rue de la Montagne between Notre-Dame and Torrance, and on Roy between Saint-Denis and Saint-Hubert, to rebuild sidewalks on des Ormeaux between Sainte-Claire and de Grosbois, to rebuild water and sewer mains on l'Assomption between Pierre-de-Coubertin and Chauveau, and to decontaminate the soil and install foundations for Chauveau, from l'Assomption going west.

La Commission des services électriques

The Commission des services électriques operates a network of underground conduits, which are used for energy distribution cables (the City's electrical cables for lighting and traffic signals, and Hydro-Québec's cables), telecommunications (wires, cables and fibre optics), and television cables, for various companies.

In 1990, the Commission added 233,900 metres of conduits to its network (which now totals 16.8 million metres) and connected it to 351 new buildings for a total of 37,500 buildings connected.

Traffic

The year 1990 saw the launch of a major program to modify the coordination of traffic lights in order to improve traffic flow. The streets affected include Henri-Bourassa between Saint-Laurent and l'Acadie, René-Lévesque between Panet and Atwater, Crémazie between 24th Avenue and l'Acadie, and Lajeunesse between Jean-Talon and Crémazie.

New traffic lights were installed at 56 intersections and improvements were made to traffic lights at 304 other intersections, in response to citizen requests.

To minimize the effect of traffic overflow resulting from construction on the Metropolitan autoroute, work was done to widen streets along the route, to redirect traffic, to create reserved lanes, and to install and modify traffic lights, roadsigns and roadmarkings, at a cost of $2.7 million.

Road signs were improved on île Notre-Dame and île Saint-Hélène to increase safety for pedestrians, cyclists and drivers. Finally, among the various studies done to improve traffic flow, the preparatory studies underway to revise trucking routes should be noted.

Public Transportation

A reserved lane for opposite-direction buses was implemented on Pie-IX. This measure appreciably reduces travelling time during rush hours. Other reserved lanes were implemented on Crémazie, Henri-Bourassa and Sauvé.

In 1990, Montréal's elected officials worked with the Conseil métropolitain de transport en commun (CMTC), whose purpose is to facilitate intra-regional travel by public transportation, through shared decision-making on large infrastructure projects that are common to the transit authorities of Montréal, Laval and the South Shore, and by the establishment of a fare structure for travel between the different authorities.

Lighting

The program to convert roughly 49,000 street lights from mercury to high-density sodium approached completion in 1990. This will result in an average increase in city street lighting of 19%, while reducing energy consumption by nearly to 28 million kilowatt hours per year, producing annual savings of approximately $1.8 million.

Moreover, with the installation of 2,648 new sodium streetlights and the lighting of 70 more alleyways, Montréal now has more than 100,000 streetlights.

Cleaning and Snow Removal

In the spring of 1990, 2,000 km of streets, 3,200 km of sidewalks and 400 km of alleys and bicycle paths were cleaned.

Although there were only four snowfalls of more than 10 cm, the Service des travaux publics (public works department) undertook nine snowloading operations.

Snowfalls

(from November 15, 1989, to March 15, 1990)

	1988	1989	1990
Annual precipitation (cm)	174.1	140.0	**155.3**
Snowfalls of less than 10 cm	45	36	**51**
Snowfalls from 10 to 25 cm	2	3	**4**
Snowfalls greater than 25 cm	2	0	**0**

Spreading of abrasives and salts

(in metric tonnes)

	1988	1989	1990
Amount of salt spread	108,500	128,700	**133,500**
Amount of sand spread	13,200	15,530	**15,900**
Amount of gravel spread	11,800	13,130	**26,600**

Parking

In 1990, the City managed 104 public parking lots. The use of paid parking spaces (lots and meters) generated revenues of $15.3 million while the 265 operating licenses issued to commercial parking lots brought in $2.3 million.

During the year, a new public parking lot was developed on the east side of Saint-André, south of Jean-Talon, and city workers landscaped this project. A transfer lot was also set up at the Radisson metro station.

The 1,979 reserved spaces for residents produced revenues of $67,100. Because of the success of this practice, it was extended to five other city sectors in 1990.

In addition, 1,259,307 parking tickets were issued by officials in 1990, an increase of 10% compared to 1989. The rate of contested tickets went from 3.1% in 1989 to 3.3% in 1990, for a total of 42,418 cases. However, the proportion of contested tickets which were maintained and cancelled after analyzing the cases remains unchanged.

The City set up a computerized communications system which enabled it to respond to 110,262 calls related to parking tickets in 1990, compared to 71,190 in 1989. Moreover, the response delay in cases of contested tickets was reduced from six to four weeks.

Housing for Montrealers

Housing Policy

The City of Montréal's housing policy was adopted in 1990 by City Council. The 1989 policy statement was revised based on recommendations by the Commission de l'aménagement, de l'habitation et des travaux publics (standing committee on development, housing and public works), after consultation with the public. The focal points of the policy are: access to home-ownership, residential development, the quality of the residential environment, low-cost housing, and the maintenance of residents in their neighbourhoods.

Access to Home-ownership

The municipal program to promote access to home-ownership, made public in December, 1989, went into effect this year. Close to 400 households, consisting mainly of young couples with modest incomes, benefited from "Crédit-Proprio" (homeowner helper program) which is a property tax credit allotted to first-time buyers of a new house whose cost does not exceed $100,000 excluding the value of the land, the cost of a garage and the infrastructures, and the GST. Annual tax credits can reach $1,000 per year, up to a limit of $5,000.

Growth of Residential Areas

In addition to promoting access to home-ownership, the homeowner helper program also supports the increase of the residential population base in Montréal.

Further, 48 parcels of land with the potential for 958 units (rooms, cooperative or non-profit housing) were transferred through the land transfer program, while the City placed land at the disposal of the municipal housing office, the Office municipal d'habitation de Montréal (OMHM), which will make possible the creation of 481 low-cost dwellings.

Renovation

In 1990, $18.6 million was allocated for housing renovations and shed demolitions. Throughout the year, subsidies were granted for the renovation or conversion of 395 rooms and 957 dwellings, and the demolition of 787 sheds.

Approximately 2,000 tenants and rooming-house boarders, as well as several hundred landlords, received information on renovations to their buildings and on their respective rights and obligations. City representatives ensure that everyone's rights are respected during the move, that all tenants have the choice of returning to their apartments upon completion of the work and that authorized maximum rents and other re-entry conditions are respected.

Maintenance and Prevention

In the area of safety and sanitation, the City made some 20,000 inspection visits to residential buildings in 1990.

A pilot project was developed and put into operation to obtain landlord cooperation in controlling cockroaches and preventing further infestation. Around 2,000 dwellings were visited and an extensive information campaign was launched.

Respecting the Environment

Waste Management

In the near future, the City will develop an integrated system for managing waste and recyclable materials, based on the long-term objectives of reduction, re-use, recovery, and recycling of waste products. With this in mind, the Administration is currently setting up programs and pilot projects oriented towards alternative methods of waste treatment.

The curbside collection service for pre-sorted waste now serves some 35,000 households, and the number of recycling depots has risen to 71. In the spring of 1990, 400 domestic composters were distributed in certain sectors for use in the treatment of food and garden waste. On June 9, 1990, a one-day collection of hazardous domestic waste took place. More than 6,800 people participated and 81.5 tonnes of paints, oils, solvents, pesticides and other toxic products were recovered.

The City also set an example in 1990 by gathering more than 6,000 m^3 of dead leaves along curbs and in parks. These were composted at the sorting and disposal centre at the former Miron quarry and reduced to 2,000 m^3 of compost.

Finally, in association with private enterprise, the City established the first sorting and recycling centre on the site of the former Miron quarry, with a capacity for treating 100,000 metric tonnes per year. Paper, cardboard, glass, plastic and metal from industrial and commercial establishments, as well as pre-sorted waste, will be treated to prepare them for the recycled materials market.

Waste disposal
(in metric tonnes)

	1988	1989	1990
Incineration	301,605	296,600	**284,852**
Landfill	2,317,941	2,879,230	**2,707,280**
Total	2,619,546	3,175,830	**2,992,132**
Steam produced by incinerator	798,942	746,802	**671,662**

Controlling Hazardous Materials

The Service de la prévention des incendies (fire prevention department) visited establishments storing hazardous materials, gathering information on an estimated 1,700 establishments.

Moreover, 78 tonnes of equipment contaminated with PCBs were eliminated, while respecting environmental safeguards. In 1990, a second contract dealing with the removal, transportation and destruction of PCBs stored in municipal structures was awarded.

Drinking Water

In 1990, the average daily consumption of water was 1,776,839 m³. The record daily high for water consumption was 2,096,613 m³.

Water Consumption
(in cubic metres)

	1988[1]	1989	1990
Daily minimum	1,518,145	1,550,432	**1,555,446**
Daily average	1,803,229	1,804,820	**1,776,839**
Daily maximum	2,189,723	2,207,412	**2,096,613**
Yearly	659,973,530[1]	658,753,880	**648,546,522**

[1] Leap year

Bacteriological, biochemical and chemical analysis by water treatment laboratories demonstrate that Montréal produces drinking water of the highest quality, consumed by residents of Montréal and the 15 other municipalities, comprising 30% of the Québec population.

Vegetation

During the year, the City planted 10,675 new trees and 15,100 new shrubs. In addition, 501,775 perennial flowers beautified an estimated 129,000 m² of green space. Maintenance teams effected some 689,000 waterings; 54,000 tree-pruning operations were performed, and 5,244 trees had to be felled.

Snow Management

In the context of the three-year plan for the integrated management of collected snow, various steps were taken in 1990. The situation was assessed, looking at the issues of salts and abrasives, clearing, loading, transportation, elimination, and on-site reduction of collected snow, as well as the administrative organization of snow removal. Since the fall of 1990, each of these themes has been addressed by joint committees.

Discussions were also held with the École Polytechnique de Montréal to begin studies dealing with salts and abrasives, samples of collected snow, the use of new energy sources for melting snow, the emptying of loads into collectors, the potential use of micro-waves to melt snow and the installation and operation of a precipitation collector.

Pilot projects using a high-powered snow blower at the Armand-Chaput disposal site and a natural gas burner finally got underway in the winter of 1990.

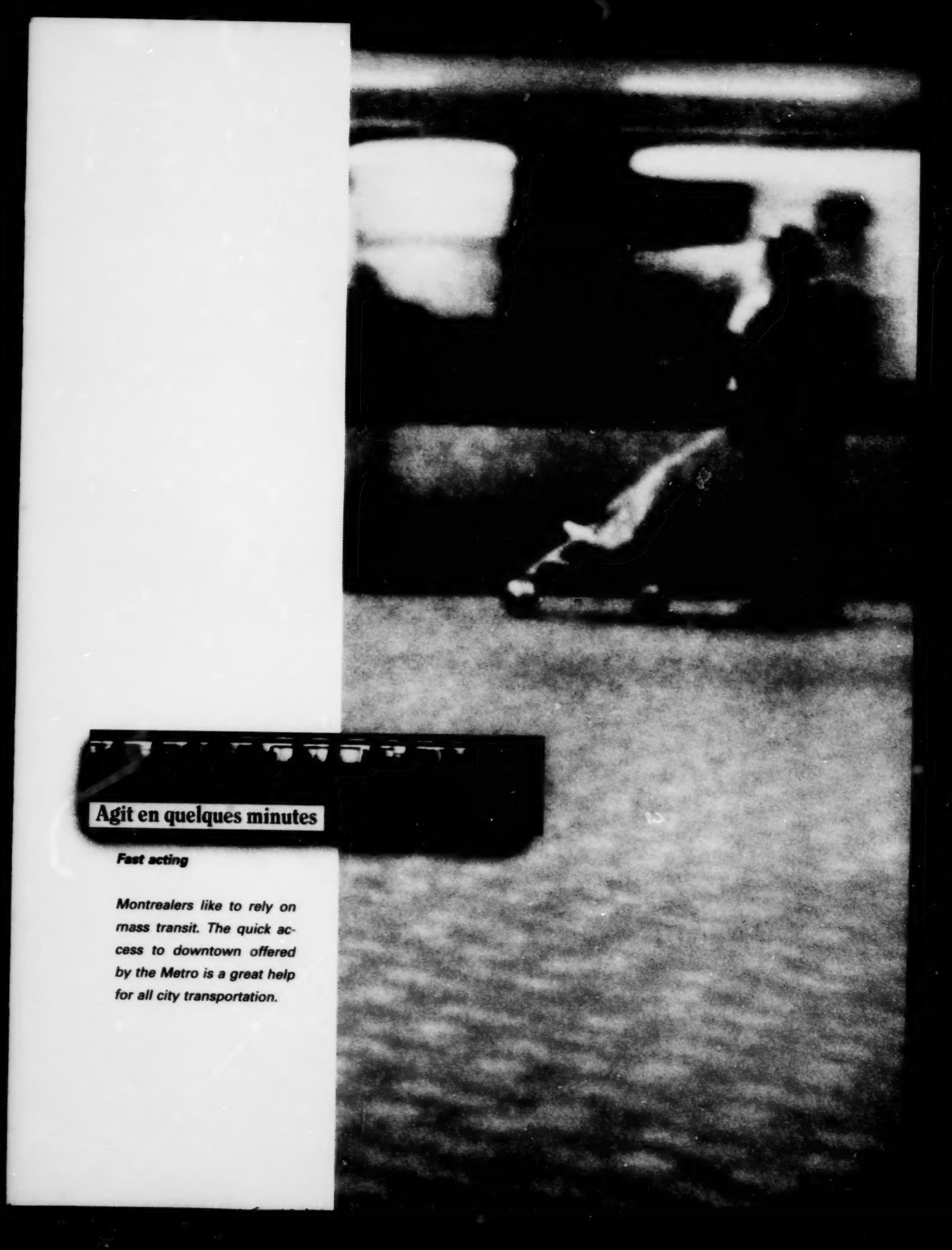
Protection of Non-smokers

In 1990, City Council adopted a by-law relating to the protection of non-smokers in certain public places. According to the regulation, permit-holders of goods and services operations as well as several other establishments must post notices in areas accessible to the public indicating that smoking is prohibited. As for restaurant owners, they must make 25% of seats available to non-smokers. In August, 1991, the percentage will rise to 33%, and then to 50% in August, 1992.

Policies of the Municipal Corporation

The City inserted a clause in its call to tender banning the purchase of equipment using chlorofluorocarbons (CFCs). The City also included environmental criteria in the appraisal of specific purchases (paper, paints, etc.), favouring for example products bearing the ECO logo or those made using recycled materials.

Finally, in 1990, the City continued to apply its paper recycling policy. Since its inception in 1987, this policy has resulted in the recovery of 1,185 tonnes of paper, sparing more than 20,000 trees.



Agit en quelques minutes

Fast acting

Montrealers like to rely on mass transit. The quick access to downtown offered by the Metro is a great help for all city transportation.

Protection of Life and Property

Crime Prevention

Tandem Montréal, the municipal crime prevention program, conducted 800 information sessions during which 105,000 people were sensitized to home security. This year, Tandem Montréal's program was awarded the Solicitor General of Canada's prize for its achievements in security and crime prevention. In addition, the International Society of Crime Prevention Practitioners gave its Crime Prevention Program award to Montréal (in the category of cities of more than one million inhabitants).

Aid to the Distressed

The emergency support service is a municipal service offering temporary housing and emergency financial assistance for food to distressed persons in the City's territory. In 1990, 614 people were directed to income security offices and 436 were temporarily sheltered.

Fire Prevention

In 1990, the number of fatalities due to fires dropped by 50%, from 16 last year to 8 this year.

The total number of fires reached 4,107 in 1990, a decrease of 119 compared to the previous year.

General Statistics on Fires

	1989	1990
Multiple alarm fires	125	150
Deaths caused by fires	16	8
Persons rescued during fires	46	50
Persons sheltered in fire prevention vehicles	2,431	1,691
Number of alarm calls received	18,119	17,685
Building fires	1,975	1,986
Motor vehicle fires	848	808
Brush and trash fires	1,403	1,313
Total number of fires	4,226	4,107
Other interventions	13,245	12,835
False alarms	648	743

Emergency Planning

The Service de la prévention des incendies (fire prevention department) set up an emergency measures planning committee in which all City departments participate. More than 150 training and information sessions relating to emergencies brought together 1,533 City employees.

In 1990, the emergency measures coordination centre went into operation on two occasions: during a power black-out in the Plateau Mont-Royal sector on February 27 and 28, and during the fire at the Saint-Amable tire depot on May 16 and 17.

In addition, an emergency simulation was conducted to gauge the emergency preparedness of City departments and other various organizations.

Aid to the Underprivileged

Literacy

This year, the International Year of Literacy, the City's Executive Committee ratified recommendations to sensitize municipal employees to the problem of illiteracy, to train illiterate employees, and to train staff who have direct contact with the public. In cooperation with the governments of Canada and Québec, the City launched a project to use public library resources in the training of functionally illiterate persons. The City's participation in International Literacy Day attracted an estimated 200 people.

Homelessness

In conjunction with the ministère de la Santé et des Services sociaux du Québec (the Québec health and social services department), the City introduced an action plan in March to provide assistance to the homeless which is specifically adapted to their needs. The plan includes increasing the current emergency shelter capacity by 150 beds and providing access to physical and mental health and substance abuse programs.

In 1990, the City continued to provide financial and material support for Dernier Recours Montréal, which comes to the aid of the city's homeless. This organization receives more than 500 people per day. Overnight shelter was provided to 2,832 homeless people for a total of 20,717 overnight stays during the year.

A public appeal for donations was broadcast on Radio-Canada at year-end. As a result, Dernier Recours Montréal collected $20,000, 200 Christmas baskets and 3,000 bags of clothing.

Under the auspices of the Société d'habitation et de développement de Montréal (SHDM), construction work has begun at the new reception and referral offices at 1250 Sanguinet.

Within its jurisdiction, the City manages the income security, job training and employment re-entry programs offered by the ministère de la Main d'oeuvre, de la Sécurité du revenu et de la Formation professionnelle du Québec (the Québec employment, revenue security and professional training department).

During the year, 81,170 Montréal households received income security benefits, which is roughly 25% of all recipients in Québec. The amount paid to Montrealers came to more than $540 million for the year.

Number of social assistance recipients participating in employment programs

	1987	1988	1989	1990
Work internships	957	977	585	668
Remedial courses	3,909	5,789	3,423	7,624
Continuing education	476	657	281	454
Job assistance projects[1]	-	-	150	-
Community work[1]	1,644	2,547	1,718	-
Work experience[2]	-	-	-	3,522
Employment qualification development programs	-	-	36	786
Employment services	-	-	619	1,701
Programme d'aide à l'intégration en emploi (PAIE)[2]	-	-	747	1,066
Other	-	-	-	477
TOTAL	6,986	9,970	7,559	16,298

[1] These programs do not exist any longer.
[2] New programs.

The Elderly and the Handicapped

An interdepartmental working group was set up this year to coordinate municipal activities that support the integration of the handicapped. City departments and the 350th Anniversary corporation joined forces in facilitating access to large public events.

In addition, City departments are taking part in a joint committee with the Centre de Services sociaux (social services centre) to investigate the problem of illegal homes for the elderly.

Finally, an interdepartmental committee has undertaken the coordination of work in the field of leisure activities for people aged 50-64.

Expressing Who We Are

Public Art

In its first year of operation, CIDEC's Bureau d'art publique sponsored three competitions to select artists to produce major works for the Montréal landscape. Thus, sculptor Michel Goulet created "Les leçons singulières" for place Roy, Melvin Charney was chosen to create a work on the place Berri site, and an artist will be chosen to produce a work of art dedicated to peace for Jarry park.

In 1990, CIDEC completed documentary research on the 102 monuments in Montréal's collection, determining what measures are necessary to restore each of them. The monuments to Paul de Chomedey de Maisonneuve located at place d'Armes, and to Jean Vauquelin at place Vauquelin, were restored.

Support for Cultural Industries

In 1990, the City granted assistance in the amount of roughly $1.6 million to nearly 200 cultural organizations and associations.

Six support programs for cultural industries were announced: support for fundraising, support for exports, support for computerization, support for market research, support for festivals and special events, support for cultural fairs, markets and exhibitions.

In addition to these programs, the City provides financial assistance for promotion and marketing plans in individual cultural sectors, such as the promotion plan for small museums, the contemporary art marketing plan and the marketing plan for small theatre houses.

Further, CIDEC concluded a sponsorship agreement for $75,000 US with New York's New Wave Festival, which has enabled four Montréal troupes to enter this prestigious avant-garde festival: O Vertigo, Margie Gillis, Carbone 14 and the Théâtre Repère.

CIDEC's Bureau du cinéma has pursued its efforts to promote Montréal as a film-making location and continued its work to facilitate film-making in the city. The number of productions has increased from 410 in 1989 to 643 in 1990, generating investments valued at $230 million and regional economic spin-offs estimated at some $500 million.

Cultural Facilities

In 1990, the City authorized an investment of $2.5 million in a private cultural facility, the complexe du Rire, which is to be housed in the former Ekers brewery on boulevard Saint-Laurent. CIDEC also assumed part of the cost of preliminary studies of the feasibility, viability and location of cultural facilities such as the Maison des Écrivains, the Soleil levant (Rising Sun), l'Espace Go and the Theatre Festival of the Americas, as well as that of studies analyzing the needs of cultural organizations in the English-speaking black community.

International Exchanges

Under an exchange agreement between Montréal and Lyon, the exhibition "Hommage à Claude Jutra," which first opened at the Palais de la Civilisation, has been sent to the Institut Lumière in Lyon as well as to the Cinémathèque française in Paris.

CIDEC collaborated with the Canadian Department of External Affairs and the Ministère des Affaires internationales du Québec (Québec international affairs department) to organize the event "Portes ouvertes sur le Québec," staged in Morocco.

Responding to Diverse Interests

Science as Recreation

Montréal's Insectarium opened its doors in 1990. Located on the site of the Botanical Garden, close to the future Biodome, this museum houses a fascinating collection of 355,000 insects, and has been visited by almost 400,000 people. The Insectarium garden was also inaugurated this year; it features plants selected for their capacity to attract a variety of butterflies, bees and beetles.

After the inauguration in 1989 of the Botanical Garden's Japanese Garden, Montréal welcomed a team of 48 Chinese artisans who had arrived to assemble six prefabricated pavilions and to create the largest and most extensive Chinese Garden outside Asia. The opening is scheduled for the summer of 1991.

Through the Botanical Garden, Montréal participated in the International Gardens and Greenery Exposition held in Osaka; the Montréal entry won its creators five awards.

Culture

This year, more than 655,000 people attended some 1,900 shows, concerts, exhibitions and other cultural events held at the maisons de la culture or at other public venues in association with the City.

The Bibliothèque de Montréal (Montréal library), along with its 23 neighbourhood libraries and various services (Cinémathèque, Phonothèque, Bibliobus, etc.), has continued to meet the growing needs of the community. This year, 138,000 members borrowed more than four million items of print, audio and audio-visual material. Cultural activities organized by library staff attracted some 400,000 participants, while 1,310 artistic, cultural and literary events held at the various libraries drew more than 60,000 people.

Sports and Recreation

The opening of the île Notre-Dame beach in June 1990 was welcomed by many Montrealers; they can now enjoy a beach and clean-water swimming near the city centre. More than 141,000 people relaxed on the beach in its inaugural year.

The beach has a rival in the Rivière-des-Prairies district, which is now home to an aquatic centre with an indoor beach, swimming and diving pools, a whirlpool bath, a waterfall and water-slide, an exercise room and a solarium. This project was completed in collaboration with the Commission des écoles catholiques de Montréal (Montréal Catholic School Commission).

Since June 1990, Montréal cyclists have had access to the South Shore network of bicycle paths, thanks to the establishment of a safe and functional link through the joint efforts of the City, the ministère du Loisir, de la Chasse et de la Pêche (Québec department of recreation, hunting and fishing) and cycling advocacy groups.

Cyclists and pedestrians in the Greater Montréal region can also travel the paths on the Island of Montréal and the South Shore, thanks to the new river shuttle service inaugurated jointly by the municipalities of Montréal and Longueuil. Throughout the summer, this modestly-priced ferry service shuttles people from the quai de l'Horloge in Montréal's Old Port to Longueuil's dock in Marie-Victorin park.

In 1990, the ferry boat made 622 crossings in 52 days for the benefit of an estimated 22,000 people, of whom 40% were cyclists. Two boats are planned for 1991 to permit more than 2,000 crossings in 80 days.

The Jeunesse 2000 program established last year surpassed its objectives. In 1990, it brought together more than 2,700 teenagers in 24 Jeunesse 2000 clubs. The City invests $1.6 million annually in this program which is designed to help teenagers organize their own leisure activities. The City also provides the clubs with meeting halls.

Young people and students in recreational science took part in a myriad of cultural, recreational and social activities in 1990, including the organization of a music festival, AIDS research at universities, and the creation of improvisational theatre groups.

Further, the 13th Jeux de Montréal attracted 12,000 young participants aged 5 to 17. With the encouragement of almost 20,000 spectators, they enjoyed the opportunity for friendly competition in the program's 21 categories.

As for winter recreation, some 350,000 Montrealers attended a variety of events during the Fête des neiges, held from January 26 to February 4.

Many recreational activities could not have taken place without the assistance of volunteers. To acknowledge their efforts, the City organized an evening of tribute last September attended by more than 5,000 volunteers.

L'exposition prolongée peut créer l'habitude

Prolonged exposure can be habit-forming

Montrealers appreciate their culture. The tremendous range of events in Montréal has boosted the reputation of the City's artists.

Decision-making at City Hall

The City operates under the Charte de la Ville de Montréal (1959-60, Chapter 102 and amendments) and the laws enacted by Québec's National Assembly. It is governed by a city council, which exercises legislative power, and by an executive committee composed of the mayor and six council members chosen by the mayor and approved by council.

City Council is the City's highest decision-making body. It exercises power by enacting by-laws and adopting resolutions, particularly with respect to the budget, the triennial capital expenditure program, loans, award of contracts, real estate transactions, zoning and traffic regulation.

With the aim of extending the participation of elected representatives in the municipal democratic process, Council established five standing committees in 1987. Through public meetings, these committees consult citizens on all major municipal issues. The titles and missions of these committees were revised in 1990:

- the Commission de l'administration et de la qualité des services (administration and quality of services committee) studies matters of internal administration and financial management;
- the Commission de l'aménagement et de l'habitation (planning and housing committee) studies matters of land use, urban planning and housing;
- the Commission de l'environnement et des travaux publics (environment and public works committee) studies questions related to the management of municipal infrastructures and to the environment, in the context of sustainable development;
- the Commission du développement économique (economic development committee) studies the orientations and activities of the City in the area of economic development;
- the Commission de la culture et du développement communautaire (culture and community development committee) studies municipal orientations in the areas of art, culture, leisure, social development and public security.

A sixth committee was established in 1990 to address questions of ethics pertaining to Council members.

Finally, the district advisory committees bring together the elected representatives in each administrative region of the city and consult citizens locally on matters affecting their neighbourhoods. They make recommendations to the City's Executive Committee based on their own consultation with the public.

CONSEIL MUNICIPAL
COMMISSIONS PERMANENTES
BUREAU DU VÉRIFICATEUR
COMITÉ EXÉCUTIF
SOCIÉTÉS PARAMUNICIPALES
CABINET DU COMITÉ EXÉCUTIF
COMITÉS-CONSEIL D'ARRONDISSEMENT
BUREAU DE CONSULTATION DE MONTRÉAL
SECRÉTARIAT GÉNÉRAL
COMMISSION DES SERVICES ÉLECTRIQUES
SERVICE DE LA PLANIFICATION ET DE LA CONCERTATION
SERVICE DU GREFFE
SERVICE DE L'APPROVISIONNEMENT ET DES IMMEUBLES
SERVICE DES FINANCES
SERVICE DES AFFAIRES CORPORATIVES
SERVICE DE L'HABITATION ET DU DÉVELOPPEMENT URBAIN
SERVICE DES LOISIRS ET DU DÉVELOPPEMENT COMMUNAUTAIRE
SERVICE DE LA PRÉVENTION DES INCENDIES
SERVICE DES TRAVAUX PUBLICS
COMMISSION D'INITIATIVE ET DE DÉVELOPPEMENT ÉCONOMIQUES DE MONTRÉAL
COMMISSION D'INITIATIVE ET DE DÉVELOPPEMENT CULTURELS

Mr. Pierre Gagnier
Cartierville (1)

Mr. Gérard Legault
L'Acadie (2)

Mr. Alain André
Ahuntsic (3)

Mr. Michel Benoit
Saint-Sulpice (4)

Mr. Pierre Lachapelle
Fleury (5)

Mrs. Sylvie Lantier
Sault-au-Récollet (6)

Mr. Pasquale Compierchio
Saint-Michel (7)

Mrs. Micheline Daigle
Jean-Rivard (8)

Mr. Vittorio Capparelli
François-Perrault (9)

Mr. Joseph Biello
Villeray (10)

Mrs. Martine Blanc
Octave-Crémazie (11)

Mr. André Berthelet
Jarry (12)

Mr. Konstantinos Georgoulis
Parc-Extension (13)

Mr. Pierre Goyer
Saint-Édouard (14)

Mr. André Cardinal
Père-Marquette (15)

Mrs. Diane Martin
Louis-Hébert (16)

Mrs. Léa Cousineau
Étienne-Desmarteau (17)

Mr. Réal Charest
Marie-Victorin (18)

Mr. André Lavallée
Bourbonnière (19)

Mr. Michel Lemay
Rosemont (20)

Mrs. Manon Forget
de Lorimier (21)

Mrs. Thérèse Daviau
Plateau Mont-Royal (22)

Mr. Robert Perreault
Laurier (23)

Mr. John Gardiner
Mile-End (24)

Mr. Michel Prescott
Jeanne-Mance (25)

Mr. Nick Auf der Maur
Peter McGill (26)

Mr. Abe Limonchik
Côte-des-Neiges (27)

Mr. Hubert Simard
Darlington (28)

Mr. Saulie Zajdel
Victoria (29)

Mr. Marvin Rotrand
Snowdon (30)

Mr. Michael Fainstat
Notre-Dame-de-Grâce (31)

Ms. Sharon Leslie
Loyola (32)

Mr. Sam Boskey
Décarie (33)

Mrs. Nicole Caron-Gagnon
Émard (34)

Mr. Jean Durivage
Saint-Paul (35)

Mr. Germain Prégent
Saint-Henri (36)

Mr. Marcel Sévigny
Pointe-Saint-Charles (37)

Mr. Raymond Blain
Saint-Jacques (38)

Mr. Serge Lajeunesse
Sainte-Marie (39)

Mrs. Diane Barbeau
Hochelaga (40)

Mrs. Ginette L'Heureux
Maisonneuve (41)

Mr. Richard Brunelle
Pierre-de-Coubertin (42)

Mr. Jacques Charbonneau
Louis-Riel (43)

Mrs. Nicole Boudreau
Longue-Pointe (44)

Mr. Scott McKay
Honoré-Beaugrand (45)

Mrs. Nicole Milhomme
Tétreaultville (46)

Mr. Giovanni De Michele
Marc-Aurèle-Fortin (47)

Mr. Fiorino Bianco
Rivière-des-Prairies (48)

Mrs. Ghislaine Boisvert
Pointe-aux-Trembles (49)

Mrs. Jacqueline Bordeleau
Bout-de-l'Île (50)

Secrétariat général

Pierre Le François
Secretary General

Pierre Beaudet
Assistant Secretary General

André Murphy
Assistant Secretary General

Municipal Services

Affaires corporatives
Ginette Saint-Germain
Director

Approvisionnement et immeubles
André Murphy
Director

Commission d'initiative et de développement culturels (CIDEC)
Janine Beaulieu
Director and Commissioner General

Commission d'initiative et de développement économiques de Montréal (CIDEM)
Pierre Ypperciel
Director and Commissioner General

Commission des services électriques
Bernard Lachapelle
Chairman

Finances
Roger Galipeau
Director

Greffe
Léon Laberge
City Clerk and Director

Habitation et développement urbain
Pierre Ouellet
Director

Loisirs et développement communautaire
Jean-Vianney Jutras
Director

Planification et concertation
Pierre Beaudet
Director

Prévention des incendies
Raymond Therrien
Director

Travaux publics
René Morency
Director

Bureau du vérificateur
Guy Lefebvre
Auditor

Map of municipal electoral districts

1 Cartierville
2 L'Acadie
3 Ahuntsic
4 Saint-Sulpice
5 Fleury
6 Sault-au-Récollet
7 Saint-Michel
8 Jean-Rivard
9 François-Perrault
10 Villeray
11 Octave-Crémazie
12 Jarry
13 Parc-Extension
14 Saint-Édouard
15 Père-Marquette
16 Louis-Hébert
17 Étienne-Desmarteau
18 Marie-Victorin
19 Bourbonnière
20 Rosemont
21 de Lorimier
22 Plateau-Mont-Royal
23 Laurier
24 Mile-End
25 Jeanne-Mance
26 Peter-McGill
27 Côte-des-Neiges
28 Darlington
29 Victoria
30 Snowdon
31 Notre-Dame-de-Grâce
32 Loyola
33 Décarie
34 Émard
35 Saint-Paul
36 Saint-Henri
37 Pointe-Saint-Charles
38 Saint-Jacques
39 Sainte-Marie
40 Hochelaga
41 Maisonneuve
42 Pierre-de-Coubertin
43 Louis-Riel
44 Longue-Pointe
45 Honoré-Beaugrand
46 Tétreaultville
47 Marc-Aurèle-Fortin
48 Rivière-des-Prairies
49 Pointe-aux-Trembles
50 Bout-de-l'Île

1 Ahuntsic - Cartierville
2 Côte-des-Neiges - Notre-Dame-de-Grâce
3 Mercier - Hochelaga-Maisonneuve
4 Plateau-Mont-Royal - Centre-Sud
5 Rivière-des-Prairies - Pointe-aux-Trembles
6 Rosemont - Petite-Patrie
7 Sud-Ouest
8 Ville-Marie
9 Villeray - Saint-Michel

Administrative Philosophy

The City has embraced the institutional mission of "making Montréal a genuine public service enterprise." To fulfill this mission, eight general management principles have been adopted:

- knowing the clientele
- openness
- accountability
- productivity
- accessibility
- priority to human resources
- planning
- corporate management

Human Resources

In 1990, the first results of the City's equal employment opportunities policy for women were witnessed. The proportion of women increased in all job categories except that of supervisor, where it remained unchanged.

Proportion of women among permanent employees
(in %)

	September 1989	December 1990
Executive	12.0	15.4
Managerial	17.6	22.8
Professional	17.4	22.1
White-collar	45.9	48.4
Supervisory	1.6	1.6
Firefighters	0	0.1
Blue-collar	2.7	3.3
Total	18.6	20.5

Shake well before using

All year long, but especially during the festival season, Montrealers love to sing, dance, and play. The streets are alive with people and activities.

Under the equal employment opportunities program for members of cultural communities, the City has set a hiring objective of 25% for members of cultural communities for jobs requiring outside recruiting. A number of support measures have been implemented in conjunction with the Bureau interculturel de Montréal. Job openings are now being advertised in a dozen ethnic media outlets. A program has also been developed to sensitize City staff to intercultural and interracial relations. In the first phase, it will be offered to managers and other employees working in the field of human resources.

These equal employment opportunity policies are particularly important as the City is the largest employer on its territory. In 1990, 570 permanent positions were filled; nearly 550 people were hired as temporary or part-time blue collar employees; and over 1,500 as temporary or part-time white collar employees. In 1990, the City's labour force increased to 13,293.6 person-years.

In the area of labour relations, the City signed eight collective agreements in 1990 with public servants, engineers, surveyors, architects, chemists, doctors, professionals and veterinarians. An agreement was also reached with the Syndicat des fonctionnaires (public servants) concerning revision of the job classification plan.

This year, the City organized orientation sessions for new employees at which 541 newcomers were acquainted with the City's structures. It also organized tributes to pay homage to 184 retiring employees.

Finally, the Administration acted on its decision to make communications with its staff a priority by creating the Division des communications internes (internal communications division). The mandate of this new administrative unit includes informing staff about City activities, strengthening employees' sense of attachment to the organization and reinforcing employee commitment to the City's mission of service to the population.

In the area of financing, loans totalling $345.0 million were contracted in 1990 and $115.6 million was allocated to partially refinancing existing debt.

As of December 31, 1990, the bonded debt in currency represented 14% of the gross bonded debt, compared with 20% a year earlier. The impact of exchange rates on the cost of servicing the debt has therefore been further reduced.

With respect to revenues from property taxes, 7,901 Montréal taxpayers benefited in 1990 from the ceiling placed on the evaluation increase of their homes, set at 19.48% for residential and mixed-use properties. Property of a value of $182.4 million was thus exempted from tax, reducing revenues by $3.8 million. The effect of this variation in property tax revenues is less than $0.01 per $100 in evaluation.

The triennial property tax roll, allowing for deferment and ceiling provisions, totalled $35.783 billion, an 8.1% increase from the taxable value of property in 1989. The rental tax roll for 1990 was $1.724 billion, a 13.3% increase from 1989. This increase resulted mainly from the addition of the second installment of the deferment for the rental tax roll, and from the addition of new buildings.

Evaluation of assessed property tax for the budget

($ million)

	1988	1989	1990
Roll tabled for the preceding year	24,814	32,645	**37,546**
New buildings[1]	578	364	**712**
Increased evaluation	7,253	4,537	**-**
Sub-total	32,645	37,546	**38,258**
Growth in relation to the preceding period (%)	31.6	15.0	**1.9**
Deferred evaluation	-	33,199	**35,965**
Ceiling for evaluation	30,495	33,088	**35,783**
Estimate of new buildings budgeted	738	763	**780**
Roll total	31,233	33,851	**36,563**
Rate (%)	2.17	2.15	**2.07**
Correction factor (%)	1.11	1.11	**1.11**
Overall standardized rate (%)	2.33	2.45	**2.38**

Tax Collection Activities

		Number of Notices ($ thousand)	Value ($ million)
Property Tax	1989	174.5[2]	792.5
	1990	**178.9**[2]	**814.4**
Business Premises Tax[3]	1989	45.3[2]	331.8
	1990	**42.7**[2]	**335.8**
Valuation Certificates amending	1989	90.6	18.9[4]
Property Tax Roll	**1990**	**69.6**	**10.2**[4]
Valuation Certificates amending	1989	55.6	13.3[4]
Rental Tax Roll	**1990**	**36.5**	**11.8**[4]
Authorized Refunds	1989	25.9	86.0
	1990	**18.2**	**45.3**
Payments in lieu of taxes	1989	-	167.3
(federal and provincial)	**1990**	**-**	**175.7**

[1] The term **"new buildings"** applies to the value as in 1989.

[2] The number of notices sent.

[3] Business, Water and Services taxes on business premises.

[4] Net value of certificates processed.

The approximately 270,000 tax statements sent out by the City in February, 1990, were prepared with the OASIS software package, which is being used to handle all taxation operations. The new software makes it easier to compare a given client's statements and to obtain background details concerning a statement, and generally provides more complete and more easily accessible information. In 1990, the number of returned statements declined by two thirds from previous years.

The City also set up a taxation task force to analyze the existing tax system and propose adjustments to create a system which is more flexible and fairer to citizens.

With respect to the budget, it should be noted that the introduction of the federal goods and services tax (GST) on January 1, 1991, to replace the former federal sales tax and the forthcoming harmonization of the Québec sales tax (QST) with the GST have resulted in a $12.7 million increase in the City's operating budget for 1991.

These changes in the tax systems have also led the City to revise its accounting system and adjust its accounting procedures.

The Government Finance Officers Association, which includes government officials from the U.S. and Canada, presented its Award of Excellence for the presentation of budget documents for the 1990 fiscal year to the Ville de Montréal. The report which receives this award must meet the quality criteria as a policy document, as an activity guide, as a financial planning document and as a communication tool.

With respect to financial planning, the Service des finances coordinated the preparation of a three-year capital expenditure program for 1991-1993 of $803 million (gross total, excluding revenues from deposits, subsidies, sales and other items). For the 1990 financial year, 1,012 proposals representing expenditures of $242.5 million were analyzed and implemented, bringing the implementation rate to 97%.

In addition, non-capital works required the examination of 116 files of a value of close to $7.8 million.

Triennial Capital Expenditure 1991-1993

($ thousand, net value)

Sector	1991	1992	1993	Total	%
Residential	19,456	19,584	19,071	58,111	7.8
Industrial	18,644	16,198	23,729	58,571	7.9
Commercial	500	3,510	6,574	10,584	1.4
Multi-functional	25,250	20,425	16,047	61,722	8.3
Green spaces	18,376	14,761	4,520	37,657	5.0
Cultural and scientific	10,401	12,470	17,615	40,486	5.4
Sports and Community	9,191	7,280	9,026	25,497	3.4
Urban transport	9,344	14,827	15,810	39,981	5.4
Infrastructure	77,422	73,539	62,274	213,235	28.6
Security	8,759	9,947	10,570	29,276	3.9
Administrative Property	33,434	40,336	45,143	118,913	15.9
Operational Support	18,659	17,022	16,809	52,490	7.0
TOTAL	**249,436**	**249,899**	**247,188**	**746,523**	**100.0**

In 1990, the City made a number of new facilities available to citizens, including the île Notre-Dame beach, the Insectarium and the aquatic centre in Rivière-des-Prairies. In the area of heritage preservation, items of note included an award for the restoration of the dome of the Vieux Palais.

With respect to the maintenance of City buildings, 58 of the 183 park shelters were renovated during the year to provide users with safe, clean and pleasant facilities.

Computer Resources

At the end of 1985, City departments had only 15 microcomputers. In 1990, there were 2,500 microcomputers in operation at the City, bringing the rate to 2.3 employees per computerized work station. Computer-assisted design technology is being used for urban planning, architecture and engineering.

The large-scale introduction of computers has created user training needs: nearly 9,800 person-days of training have been provided since 1985, including 2,500 person-days in 1990.

To keep abreast of the development of data processing technology, the City began implementation of a telecommunications master plan in 1990. The plan will detail the types of computer communications networks which will be required in the coming years.

Partnerships

In 1990, the City renewed its agreements with the paramunicipal corporations. The revised agreements grant the corporations more administrative independence, while imposing certain clear and specific rules and procedures. They also clarify and simplify the rules governing the exchange of services and reflect the City's real contribution to each corporation, promoting transparency in the management of public funds.

Over the past three years, the City has signed cooperation agreements with Montréal research and teaching institutions to study and solve problems of urban isolation, environmental degradation, waste management, snow disposal, aging infrastructures, career development and retraining.

Two new agreements were signed in 1990, one with McGill University and the other with Collège de Rosemont. The City also prepared to renew its agreement with INRS-Urbanisation.

At the same time, the City produced and published a brochure entitled "Montréal; A University Center" to promote Montréal's teaching and research institutions. It profiles the four universities, the major schools and the research centres in interaction with industry.

In preparation for the Third Great Cities of the World Conference (to be held in Montréal in 1991), the International Conference of Mayors of Northern Cities (1992) and the annual meeting of the Association internationale des maires francophones (1992), the City's Secrétariat aux affaires internationales set up a conference coordination office.

Montréal was chosen this year as the site of the Secretariat of the Multilateral Fund for the Protection of the Ozone Layer, which is to begin work in 1991. The mandate of this United Nations-affiliated organization will be to promote the transfer of technology to help developing countries reduce their use of chlorofluorocarbons (CFCs), which affect the ozone layer.

In order to attract other international bodies to Montréal, the City has amended its bylaws to exempt international non-governmental organizations (INGOs) recognized by the Québec government from the water tax.

As part of its participation in the Association internationale des maires francophones (international association of Francophone mayors) the City undertook cooperation projects with the cities of Abidjan (Ivory Coast) and Libreville (Gabon). These projects involve transfers of Montréal's expertise in data processing, waste management and financial management.

It is also worthy of note that the City, in conjunction with the Canadian and Québec governments, organized a gathering of 20,000 people in honour of the visit to Montréal of Nelson Mandela, the leader of the struggle against apartheid in South Africa. Further, an anti-apartheid purchasing policy was adopted in the fall of 1990 comprising measures to prevent transactions by the City with companies which have direct economic ties to South Africa. An external advisory committee is currently working on a recommendation for submission to the Executive Committee.

Finally, the City adopted a resolution enabling it to refuse to do business with individuals or companies involved in the manufacture, storage or transportation of nuclear weapons or in nuclear weapons research. This initiative is in keeping with Montréal's decision to declare itself a Nuclear Weapons Free Zone, following the example of many other cities throughout the world.

Can cause drowsiness

While Montréal is a high-energy city, it also has many green spaces that allow residents to gather their thoughts in a peaceful environment, or take a pleasant walk.

Population		1971	1981	1986
Number of residents		1,254,000	1,019,000	1,015,000
Density (per km²)		7,166	5,765	5,740
Number of households		403,000	421,000	444,000
Mother tongue (%)				
• French		-	-	64
• English		-	-	12
• Other (incl. more than 1)		-	-	24
Average number of persons per household		3.0	2.3	2.2
Average income per household (in $)		8,530	19,500	26,338
Number of children per family		1.6	1.2	1.1
Economy (Greater Montréal, in %)	1986	1988	1989	1990
Unemployment rate	10.6	9.3	9.2	10.1
Inflation	4.8	3.9	4.4	4.3
Growth of jobs	2.1	1.4	1.2	0.3
Number of employees by sector				
• manufacturing	276,500	313,700	328,000	296,400
• services	991,700	1,014,600	1,019,800	1,054,525
• construction,forests and mines	72,600	80,500	77,400	79,100
• total	1,340,800	1,408,800	1,425,200	1,430,025
Retail sales growth	8.2	5.7	0.5	N.A.
Number of tourists (in millions)	-	-	6	6
Real estate development				
• number of construction and renovation permits	7,386	6,192	5,886	5,704
• value of permits (in millions of $)	1,129.1	1,014.0	1,092.8	1,074.4
• number of start-ups	6,204	5,194	2,692	2,975
Municipal administration ($ million)	1986	1988	1989	1990
Actual revenues	1,388	1,577	1,675	1,678
Actual expenses incurred	1,349	1,525	1,636	1,648
Surplus	39	52	39	30
Human Resources				
Number of employees (person-years)	-	-	12,865.2	13,293.6

Municipal Services	1986	1988	1989	1990
Reception and Information				
• Number of visitors to City Hall	N.A.	143,000	145,000	158,000
• Number of interventions by Accès-Montréal	N.A.	150,000	501,847	447,284
• Number of clients of Accès-Montréal	N.A.	N.A.	254,621	253,530
• Number of calls handled by Accès-Montréal front-line	N.A.	N.A.	N.A.	383,727
Emergency Activities				
• Number of distressed persons assisted	2,047	2,105	1,797	2,194
• Number of persons given fire prevention advice	22,287	33,006	38,885	33,020
• Number of people trained in fire safety	1,460	1,217	1,352	2,134
• Number of calls received	14,263	16,812	18,119	17,885
Public Works				
• Size of territory (km²)	187	187	187	187
• Roadways repaired (km)	240	175	286	191
• Sidewalks repaired (km)	28	29	93	83
• Streets maintained (km)	1,840	1,900	2,000	2,015
• Sidewalks maintained (km)	3,113	3,200	3,300	3,316
• New access ramps for handicapped persons	793	980	971	892
• New lights	6,900	4,559	3,078	2,848
• Abrasives and salts (metric tonnes)	140,190	133,500	157,360	176,000
• Annual drinking water consumption (thousands of cubic metres)	645,653	659,974	658,754	648,547
• Waste disposal (metric tonnes)	598,186	2,619,546	3,175,830	2,772,908
• Trees planted	8,031	8,100	9,500	10,875
• Shrubs planted	14,564	11,600	12,400	15,100
• Flowers planted	658,668	509,600	494,000	501,775
Social Assistance				
• Number of cases processed (per mo.)	82,747	76,953	77,736	81,170
• Payments by MMSR ($ million/mo.)	40.0	41.5	45.8	46.8
• Number of beneficiaries participating in back-to-work plans	7,572	9,970	7,559	10,298

	1986	1988	1989	1990
Housing				
• Number of units renovated or converted through City grants	1,143	973	1,111	957
• Number of rooms renovated or converted through City grants	N.A.	1,624	1,427	395
• Number of sheds demolished through City grants	1,176	1,252	991	787
Recreation and Leisure				
• Number of loans by libraries	3,560,000	3,724,803	3,765,937	4,109,287
• Number of library memberships	125,000	134,567	136,447	138,800
• Number of visitors to the Botanical Garden	N.A.	1,800,000	1,700,000	2,200,000
• Number of visitors to the maisons de la culture	225,000	170,000	250,000	320,000
• Number of visitors to the Dow Planetarium	132,446	150,000	172,000	192,153
• Participation in the Fête des neiges	N.A.	N.A.	540,000	350,000
• Number of visitors to the Aquarium	N.A.	N.A.	328,204	288,348
• Number of visitors to the Insectarium	N.A.	N.A.	N.A.	400,000
• Visits to Ile Notre-Dame beach	N.A.	N.A.	N.A.	141,000
Culture				
• Number of cultural enterprises	N.A.	N.A.	1,000	1,000
• Revenues of cultural enterprises (millions of $)	N.A.	N.A.	1,800	1,800
• Number of audiovisual and film productions in Montréal	N.A.	N.A.	400	643
• Number of festivals and major events	N.A.	N.A.	42	40
• Visits to festivals and major events	N.A.	N.A.	3.8	3.7
• Number of works appearing in Montréal's public art collection	N.A	N.A.	102	105

Overview of the Administration's responsibilities

In accordance with Article 730 of the charter, the financial statements of the Ville de Montréal for the year ended December 31, 1990, were prepared by the Director of Finance. These statements have been prepared in accordance with generally accepted accounting principles, the charter of the Ville de Montréal and certain Québec municipal accounting practices, on a basis consistent with that of the preceding year.

The City Council, which is the ultimate authority in all city-related matters set up a standing committee on administration and services responsible for examining all administrative issues. The Executive Committee has full executive power over all matters relating to the administration of current business.

The municipal government is primarily responsible for ensuring that Montréal residents are provided with services of the highest quality. It is also responsible for the integrity and objectivity of financial statements, which must be carefully drawn up so as to exhibit a true and accurate view of the state of affairs of the City. Furthermore, it must maintain internal controls designed to indicate accountability, provide reasonable assurance that City policies have been duly followed, that the proper authorizations have been secured, that all assets are safeguarded and that reliable financial records are kept.

In our opinion and according to the best of our information, these statements present, in all significant respects, the financial position of the Ville de Montréal as at December 31, 1990.

Pierre Le François
Secretary General

Roger Galipeau, F.C.A.
Director of Finance

Montréal. March 28, 1991

Economic climate

The difficult economic climate that prevailed throughout North America last year did not spare Montréal. Consequently, Montréal's economic climate generally reflected the predicaments of the continental recession. This is not surprising considering the number of contributory factors, namely high interest rates and the loss of consumer and investor confidence that led to a significant drop in domestic demand in nearly all sectors. Moreover, our exports were seriously affected by the high Canadian dollar, which was a result of Bank of Canada interest rate policies.

However, thanks notably to the City's energetic action to counter, as much as possible, the effects of the recession, certain positive signs merit some optimism.

Construction.

Construction permit values for the Ville de Montréal's territory fell by only 2% during 1990.

Construction in the institutional sector of the region increased from $115 million to $283 million in 1990. A large portion of these construction projects was carried out on land belonging to the Ville de Montréal.

On the other hand, due to an over-abundance of new space and a decrease in demand, commercial and industrial sectors slowed, particularly in the downtown area. This has not prevented the pursuit of significant projects such as the Montréal International Trade Centre ($100 million) and the Marathon project ($105 million). Industrial construction declined substantially, even as engineering work increased by 25%.

The residential market is falling off. The decrease of construction sites for new subdivisions was softened by social housing projects. The Ville de Montréal represents 14.1% of the building starts in the region.

Employment

In the Ville de Montréal territory, unemployment remained stable at 12.5%. Nonetheless, the employment/population ratio dropped slightly from 54.1% to 53.7%, on an annual basis.

Economic activity

The recession has particularly affected the manufacturing sector. Printing industry deliveries dropped by 6%, while textile and clothing decreased by 8%. In the case of primary textiles there was a 20% reduction. It is interesting to note, however, that service industry employment increased by 6%.

As throughout the country, retail sales decreased in Montréal. The real decline was 4.1%. The hotel and restaurant industries also felt the effects of a slowing economy. Hotels were 62.7% occupied, as opposed to 64.2% in 1989.

Inflation, interest rates and the Montréal Exchange

The consumer price index increased in Montréal by 4.3% in 1990, on an annual basis. However, it was higher at the end of the year, following an increase in the price of gasoline and several services, such as car rentals, long-distance transport and university tuitions.

Interest rates were high until the middle of the year. After peaking at 13.9% at the end of June, the Bank of Canada's discount rate fell to 11.78% at the end of the year.

As was the case in most exchanges throughout the world, the Montréal Exchange index fell by 15% in 1990. Every sector was affected. The value of transactions fell by 25% compared to 1989. Nevertheless, the Exchange began to recover in November.

Accomplishments

The range of activities undertaken by the municipal level of government is constantly expanding. Today, the main field of action for the municipal administration is focused on the maintenance of public property, as has been the case for some time. Further to this demanding responsibility, however, the City is expanding its activities to economic, environmental, social and cultural areas. Some of Montréal's numerous accomplishments in 1990 include: the opening of the île Notre-Dame beach park, the inauguration of the insectarium, the extension of pre-sorted waste collection to 35,000 homes, the establishment of the Crédit-Proprio program for new home-buyers and the implementation of a sorting centre for recyclable materials.

Business growth and development

In 1990, the City intervened on behalf of 400 industrial enterprises. These interventions helped generate $261 million worth of investments, as well as directly creating over 500 jobs and preserving 3,500 others. These interventions are part of a global approach that considers various factors, such as the changing structure of the economy and the job market, business finances and the availability of industrial buildings.

Sectorial development

A major action plan for biotechnologies was put into operation. Seven projects by companies in this sector received help from the City in the form of financial assistance, partner search, or identification of labour resources. These interventions helped to preserve jobs, as well as to create new jobs in high technology areas.

The City also intervened in a number of other activities. For example, as a partner of the Université de Montréal, the City contributed to the establishment of the Institut de recherche en biologie végétale. The City also actively participated in the creation and founding of the Centre de promotion du logiciel québecois. The City continued its work in the fields of petrochemicals and plastics, production process modification, and production and design technologies.

Managing public services

The City was also very active in the management of public services. Actual expenditures towards the triennial investment program increased to $242.5 million, which was 97% of the amount budgeted for. Some $37 million was dedicated to the maintenance of city streets.

The City installed 2,648 new street lights and had 892 access ramps for the disabled built, which brings the total of ramps to 16,972.

A computer switchboard system was acquired for $5.5 million. This new system will help improve the quality of many services, notably a faster response to fire alarms, which is essential in firefighting.

A new computer information service on evaluations and collections has been implemented for business people in the real estate sector. This will decrease the time it takes to answer requests of this nature and at the same time will increase the accessibility of this information to the population at large.

The City is using the research capabilities of large academic institutions more frequently, to improve the integrated analysis of its development projects. Cooperation agreements have been signed with colleges and universities to this effect, in order to help solve problems such as urban isolation, environmental degradation, aging infrastructures and personnel development. Six agreements are in effect with as many institutions.

Many projects undertaken in 1990 will make for significant and recurring savings. Street light conversion to high pressure sodium, and the use of a gravel-salt abrasive for roads will generate annual savings of $1.6 million and $1.2 million, respectively. These are but two of a number of projects that will lead to substantial savings.

The City has intervened in a number of other areas as well. To illustrate the diversity of these interventions, note the support to the Dernier recours organization, which meets the needs of the homeless, the support given to literacy programs, as well as the help provided to the elderly and disabled.

Results

In the context of the economic slowdown, which followed six years of growth, the Ville de Montréal achieved a surplus of revenue over expenses and allocations of $30.4 million, which is 1.8% of total operating expenses. This is the smallest surplus recorded in the last five years. It is interesting to note that Montréal's surplus of revenues over expenses and allocations for the preceding year was 2.3% of operating expenses, compared to the 4.1% average of Québec's 21 largest cities. In 1988, the same comparison revealed a 3.4% surplus for Montréal and a 4.2% average for Québec's largest cities.

Surplus allocation and the general fund evolution

The 1990 surplus of $30.4 million was put into the reserve accounts of the general fund. In 1990, $36.9 million of expenses and allocations were financed from the reserves, which makes an overall net reduction. Thus, the reserves went from $77.5 million to $71 million during 1990. It is important to note that since 1985 the reserve's balance has grown from $16.3 million to $71 million.

The City continued to build up reserves to provide financing for the future activities of municipal ventures. These reserves went from $9.4 million in 1989 to $12 million in 1990.

Primary sources of revenue and expenditure items

Revenues from taxes make up about 70% of the City's total earnings. On the expense side, three elements represent 80% of total expenses: salaries and benefits, contributions to the Communauté urbaine de Montréal, and operating costs. For 1990, these elements represent 41%, 22% and 16%, respectively, of total expenditures.

Contributions from the general fund for cash acquisition of fixed assets totalled $16.5 million, compared to $67 million in 1989.

Financial situation

The debt

As at December 31, 1990, the net direct long-term debt rose to $1,252.9 million, which represents 2.5% of the standardized tax assessment, as was the case last year.

The direct and indirect net long-term debt, which includes the City's portion of debts of the Communauté urbaine de Montréal and the Société de transport de la Communauté urbaine de Montréal, rose to $1,615.7 million, which represents 3.2% of the standardized tax assessment, as was the case last year.

Financial costs

The City's cost of financing increased by $5.4 million, or only 2.1% compared to 1989. Note that since 1986, when financial costs were $276.9 million (leaving out, for the purpose of comparison, the financing costs of underground conduits, amounting to $20.5 million), financing costs have dropped to $265.8 million.

In other respects, the balance of the debt in foreign currency only represents 14.1% of the total, compared to 48% as at December 31, 1986.

Change in the City's liquidity

Throughout 1990, certain activities have contributed to the decline of the City's liquidity. Financial and investment activities have drawn down $60.4 million. A slowdown in accounts receivable, faster payment to suppliers and the acquisition of real estate destined for sale represent other significant causes for this decrease.

Outlook

In December 1990, the City approved the 1991 budget for the operating expenditures of the general fund, amounting to $1.720 billion. This is a 7.4% increase compared to the 1990 budget.

Presentation of the financial report

The presentation of the 1990 financial annual report has been somewhat modified from preceding reports. This year, the report is focused primarily on the municipal activities of the City, as well as on the Caisse commune de retraite des employés de la Ville de Montréal. Furthermore, the annexes now display specific information on each of the funds and statements used in municipal accounting, facilitating understanding of the financial statements.

Financial statements for paramunicipal firms are presented in a separate report.

The preparation of the present financial statements has required a considerable amount of effort, and represents the product of team work. The people at every level who contributed to the production of this document have every reason to be proud. We humbly wish to thank them.

Pierre Le François
Secretary General

Roger Galipeau, F.C.A.
Director of Finance

Montréal, March 28, 1991

City Auditor's Report

To the Mayor,
the Chairperson and members of the Executive Committee and the members of the City Council of the Ville de Montréal:

In conformity with Article 733 of its charter, I have examined the combined balance sheet of the Ville de Montréal as at December 31, 1990, and the combined statements of revenues and expenditures, surplus, reserves and reserved funds, and the changes in financial position for the year then ended. These financial statements are the responsibility of the City's management. My responsibility is to express an opinion on these financial statements based on my audit.

I conducted my audit in accordance with generally accepted auditing standards. Those standards require that we plan and perform an audit to obtain reasonable assurance whether the financial statements are free of material misstatement. An audit includes examining, on a test basis, evidence supporting the amounts and disclosures in the financial statements. An audit also includes assessing the accounting principles used and significant estimates made by the City's management, as well as evaluating the overall financial statement presentation.

In my opinion, these combined financial statements present fairly the financial position of the City as at December 31, 1990, and the results of its operations and the changes in its financial position for the year then ended in accordance with generally accepted accounting principles, taking into account the charter of the City and certain Québec municipal accounting practices.

Guy Lefebvre, C.A.

Montréal, March 28, 1991

Auditor's Report

To the Mayor,
the Chairperson and members of the Executive Committee and the members of the City Council of the Ville de Montréal:

We have examined the combined balance sheet of the Ville de Montréal as at December 31, 1990, and the combined statements of revenues and expenditures, of surplus, of reserves and reserved funds, and the changes in financial position for the year then ended and we have obtained all the information and explanations we have required. These financial statements are the responsibility of the City's management. Our responsibility is to express an opinion on these financial statements based on our audit.

We conducted our audit in accordance with generally accepted auditing standards. Those standards require that we plan and perform an audit to obtain reasonable assurance whether the financial statements are free of material misstatement. An audit includes examining, on a test basis, evidence supporting the amounts and disclosures in the financial statements. An audit also includes assessing the accounting principles used and significant estimates made by the City's management, as well as evaluating the overall financial statement presentation.

In our opinion and according to the best of our information and the explanations given to us and as shown by the books of the City, these combined financial statements are drawn up so as to present fairly, in all material respects, the true and correct view of the operations of the City as at December 31, 1990, and the results of its operations and the changes in its financial position for the year then ended in accordance with generally accepted accounting principles, taking into account the charter of the City and certain Québec municipal accounting practices.

Pierre D. Poisson, C.A.
of Mallette Maheu
Chartered Accountants

Gilles Émond, C.A.
of Mallette Maheu
Chartered Accountants

Montréal, March 28, 1991

Combined balance sheet

As at December 31, 1990

($ thousand)

	1990	1989
Assets		
Current		
Temporary investments	2,673	149,612
Investments - Sinking fund		
(quoted market value 120,868; 68,971 in 1989)	120,983	71,330
Receivables - Taxes	166,662	146,980
Receivables - Other	45,444	38,827
Inventory	11,731	10,716
Real estate for sale	36,154	14,849
Expropriations underway	19,418	
	403,065	432,314
Long term		
Investments - Sinking fund		
(quoted market value 175,543; 183,882 in 1989)	185,007	194,280
Advances to paramunicipal		
corporations (note 3)	26,445	26,467
Fixed assets (note 4)	3,599,710	3,321,299
Total assets	4,214,227	3,974,360
Liabilities		
Current		
Bank overdraft	5,938	22,222
Accounts payable	159,241	166,452
- School taxes	401	29,897
- Expropriations underway	19,418	
Provision for discount and expenses		
on bond issues	4,763	5,257
Provision for currency exchange fluctuation	19,641	18,968
Provision for disputed taxes	90,437	89,900
Current portion of long-term debt (note 5)	133,945	90,237
	433,784	413,933
Long-term debt (note 5)	1,748,312	1,684,862
Total Liabilities	2,182,096	2,098,795
Taxpayers' equity		
Equity in long-term fixed assets	1,948,907	1,788,391
Reserves	71,057	77,498
Reserve fund	12,028	9,423
Surplus	139	253
Total taxpayers' equity	2,032,131	1,875,565
Total of liabilities and taxpayers' equity	4,214,227	3,974,360

Year ended December 31, 1990

($ thousand)

	1990 Budget	1990 Actual	1989 Actual
General fund			
Revenues			
Taxes	1,179,031	1,183,239	1,153,409
Payments in lieu of taxes	175,763	175,570	175,774
Services rendered to other municipal agencies	24,327	23,423	26,971
Other services rendered	59,897	71,467	65,232
Other revenues	151,375	169,880	162,560
Transfers	57,861	54,181	52,152
	1,648,254	1,677,740	1,636,098
Expenditures			
General administration	185,943	188,382	172,580
Public security	323,365	323,071	305,678
Transportation	184,100	184,056	183,639
Sanitation and ecology	86,808	92,543	79,177
Health and welfare	45,992	43,575	40,325
Development and improvement of the territory	97,783	106,822	87,769
Recreation and culture	102,524	103,758	97,581
Material and technical support	295,795	305,115	288,691
Financial support and contributions	324,875	315,752	306,119
	1,647,185	1,663,074	1,561,559
Total before appropriations	1,069	14,666	74,539
Appropriations			
Capital projects fund	2,500	16,500	67,000
Other	3,569	4,721	(88)
Surplus from previous year	(5,000)	(5,000)	(5,000)
Reserves		(31,955)	(26,118)
	1,069	(15,734)	35,794
Total - General Fund		30,400	38,745

Year ended December 31, 1990

($ thousand)

	1990		1989
	Budget	Actual	Actual
Municipal ventures funds			
Revenues			
Waste sorting and disposal centre fund	25,387	32,246	20,240
Urban renewal fund		16,375	13,126
Underground conduits fund	43,617	41,995	38,698
Scientific equipment fund (1)	5,516	6,621	
	74,520	97,237	72,064
Expenditures			
Waste sorting and disposal centre fund	25,387	30,470	20,203
Urban renewal fund		13,450	6,958
Underground conduits fund	43,617	42,587	38,883
Scientific equipment fund (1)	5,516	6,621	
	74,520	93,128	66,044
Total - Municipal ventures funds		4,109	6,020
Combined total for the year		34,509	44,765

[1] These amounts include a budgeted contribution of $3.6 million and an actual contribution of $4.8 million from the general fund.

As of 1990, the City no longer collects school taxes for the school commissions.
For purposes of comparison, the 1989 figures have been adjusted.

As at December 31, 1990
($ thousand)

	1990	1989
Balance at the beginning of the year	253	3,802
Add		
Yearly total		
General fund	30,400	38,745
Municipal venture funds	4,109	6,020
Cancellation of appropriations from prior years	3,215	2,543
	37,724	47,308
Deduct		
Appropriations to reserves	33,729	44,837
Reserved fund	4,109	6,020
	37,838	50,857
Balance at the end of the year	139	253

Combined reserves and reserved funds

As at December 31, 1990

($ thousand)

	Balance at 31-12-89	Add: Appropriations	Add: Others	Deduct: Used	Deduct: Annual Appropriations	Balance at 31-12-90
Reserves - General Fund						
Budget for the next year	5,000	10,000		5,000		10,000
Future expenditures	46,498	19,542[1]		31,955	3,215	30,870
Contingencies	19,000	1,000				20,000
Fringe benefits	5,500					5,500
Management of revenue security		3,187				3,187
Cultural facilities	1,000					1,000
Investments	500					500
Total - Reserves	77,498	33,729		36,955	3,215	71,057
Reserved Funds						
General fund						
Parks and playgrounds	2,803		784	2,202		1,385
Parking lots	338		60	146		252
	3,141		844	2,348		1,637
Municipal venture funds						
Waste sorting and disposal centre	299	1,776				2,075
Urban renewal fund	6,168	2,925				9,093
Underground conduits fund	(185)	(592)				(777)
	6,282	4,109				10,391
Total - Reserved funds	9,423	4,109	844	2,348		12,028

[1]Appropriations to the reserve for future expenditures.

	1990	1989
Administration	6,845	4,517
Transportation	242	300
Sanitation and ecology	18	275
Development and improvement of the territory	5,291	12,876
Recreation and culture	2,849	1,292
Material and technical support	4,297	9,487
	19,542	28,747

Year ended December 31, 1990

($ thousand)

	1990	1989
Operations		
Yearly total	34,509	44,765
Items not affecting liquidity		
Appropriation of prior year's surplus	(36,955)	(31,118)
Depreciation of fixed assets	4,811	3,094
Provision for discount and bond issues	(494)	(989)
Provision for disputed taxes	9,537	2,497
Contribution to the reserve for bond repayment	3,639	
	15,047	18,249
Net short-term variations in other assets		
Receivables	(26,299)	(16,472)
Inventory	(1,015)	(948)
Real estate for sale	(21,305)	(14,849)
Accounts payable	(38,707)	15,325
	(70,279)	1,305
Financing		
Proceeds from loans	345,023	308,140
Refinancing	(115,587)	(81,810)
Contributions for bond redemptions	(19,837)	(30,121)
	209,789	196,209
Investments		
Acquisition of real estate	(297,788)	(257,025)
Grants, contributions and others	27,968	73,073
Reserve Funds - Parks, playgrounds and parking lots	(1,504)	723
Other	1,159	1,627
	(270,165)	(181,602)
Change in liquidity	(130,855)	15,912
Liquidity at the start of the year	127,390	111,478
Liquidity at the end of the year	(3,265)	127,390
Constituted as follows:		
Short-term investments	2,673	149,612
Bank overdraft	(5,938)	(22,222)
	(3,265)	127,390

1 - Status and nature of activities

The Ville de Montréal (the City) is a municipal corporation organized and existing under the laws of the Province de Québec and, specifically, under the charter of the Ville de Montréal (1959 - 1960, chapter 102 and amendments). It is governed by a council and an executive committee. The City is responsible for municipal activities of a local nature.

In accordance with its charter, the City annually adopts a general budget, in which expenditures may not exceed revenues. During the fiscal year, the City Council and the Executive Committee may modify the original general fund budget if necessary. This budget binds the administrators of the City and no expenditure can be approved without an attestation from the Director of Finance stating that an appropriation is available to meet the proposed expenditure.

2 - Summary of accounting practices and policies

The operations of the City are recorded in conformity with generally accepted accounting principles, taking into account the charter of the City, certain municipal accounting practices and, generally, in accordance with the guidelines contained in the guide to accounting standards for Québec municipalities.

a) Accounting parameters

The City presents combined financial statements which cover the following funds and statements:

Municipal funds and statements
- General fund
- Capital projects fund
- Working capital fund
- Sinking fund
- Statement of long-term assets
- Statement of long-term debt
- Municipal ventures funds

Waste sorting and disposal centre fund
- Urban renewal fund
- Underground conduits fund
- Scientific equipment fund

Financial statements from the following paramunicipal organizations are not contained in this financial statement:

- Association montréalaise d'action récréative et culturelle (1983) (AMARC)
- Corporation d'habitation Jeanne-Mance
- Office municipal d'habitation de Montréal (OMHM)
- Société d'accueil et de renseignements touristiques de Montréal (SARTM)
- Société d'habitation et de développement de Montréal (SHDM)
- Société de développement industriel de Montréal (SODIM)
- Société des terrains Angus (SCTAN)
- Société du Palais de la Civilisation (SOPAC)
- Société immobilière du patrimoine architectural de Montréal (SIMPA)

b) Fund accounting

The accounts of the City are classified in various self-balancing funds and statements. These funds and statements are:

i) General fund

The general fund is used to account for the City's current operations, as provided for in the annual budget, as well as for the assets and liabilities related thereto. These transactions are accounted for on a modified accrual basis. Certain transactions are accounted for on a cash basis, among others, interest on investments, on taxes receivable and on long term debt, as well as charges relating to vacation and sick leave.

ii) Working capital fund

The working capital fund is used to account for transactions related to the issuance of treasury bills or notes for temporary financing.

At the end of the fiscal year, the City transfers any operating surplus or deficit of the working capital fund to the general fund. These transactions are accounted for on a cash basis.

iii) Sinking fund

The sinking fund is used to account, on a cash basis, for transactions made in regard to amounts accumulated for the future reimbursement of certain long term loans, the terms of which do not include annual repayments. The assets of the sinking fund represent amounts accumulated, while liabilities are divided into two parts: reserve for reimbursement of bonds and provision for currency exchange fluctuations.

The amortization of these loans is achieved by making payments into the sinking fund so that the capital of these loans will be fully funded during a period not exceeding the duration of the loans and the maximum term of their refinancing.

In order to provide for the required currency exchange at the time of maturity of loans issued in foreign currency, the installments are paid into the sinking fund at the current exchange rate rather than at the original rate of exchange. If, for each loan, the sum accumulated in the sinking fund is less than the amount which should be established at exchange rates in effect at the end of the year, the provision for currency exchange fluctuation is increased by an additional contribution from the general fund to the sinking fund each year, beginning the following year until the maturity of the loan. Any contribution in excess of the amount credited to the reserve is shown under the provision for currency fluctuation, the object of which is to present the reserve for reimbursement of bonds on a basis comparable with the bonded debt of the City, which is recorded on the basis of the amount received in Canadian dollars at the time of the loan.

The interest earned by the sinking fund is transferred at the end of the year to the general fund and is applied as a reduction of the financing costs.

iv) Capital projects fund

The capital projects fund serves to record and control all transactions concerning capital expenditures. These transactions are recorded on an accrual basis. Outlays are mainly financed by drawing on the long term debt or by a general fund contribution. Temporary financing, when necessary, is provided by advances from the general fund, the working capital fund or the sinking fund.

v) Statement of long-term assets

The statement of long-term assets is used to account for: the capital assets acquired by the City in its capital projects fund; real estate acquired for non-payment of taxes; items with a unit cost in excess of $500,000 acquired through its operational budget; as well as equipment acquired under capital leases.

Elements related to fixed assets are classified according to their economic nature and their method of financing. Only disposals of fixed assets made for consideration involve a write-off in the statement of long term assets. They are deducted from acquisitions. Deductions originating from transfers of assets to the urban renewal fund are made at cost; all other deductions are made for the amount of consideration received. If at the time of disposal, the asset no longer appears in the statement of long term assets, in virtue of the following paragraph, the amount of the consideration is recorded as a general fund revenue.

So as not to present fixed assets indefinitely in the long-term assets statement, only acquisitions of the last 40 years are included. In the case of movable assets, only acquisitions from the last five years are included. However, equipment acquired under capital leases is shown in this statement for the duration of the lease, at which time it will be written off.

vi) Statement of long-term debt

The statement of long-term debt is used to account for the long-term loans contracted by the City and to identify the method of debt repayment. Long-term loans contracted in foreign currency are accounted for according to the amount, in Canadian dollars, received by the City when the loans were originally converted into Canadian dollars.

Debt protected against exchange risks, through swap agreement, is converted according to the exchange rates of the covering operation.

Reimbursement of long-term loans (except refinanced loans), as well as installments to the sinking fund and interest paid constitute expenses of the general fund.

A part of the long-term loans contracted by the City, is, at maturity, recovered from the Québec government and other municipalities of the Communauté urbaine de Montréal. The sums to be recovered are accounted for in the statement of long-term debt.

When a foreign currency loan requires annual payments, the foreign exchange fluctuation, with respect to these payments, is attributed to the general fund based on the amount disbursed in Canadian dollars.

viii) Waste sorting and disposal centre fund (C.T.E.D.)

The Centre's operations consist of receiving and burying solid waste at the site of the former Miron quarry. Because of their commercial nature, they are recorded in a separate fund.

The transactions of the fund are recorded in accordance with recognized accounting practices. The real estate is posted at acquisition cost and is amortized according to linear amortization methods, according to the estimated duration of the site's usefulness, while accounting for its residual value.

viii) Urban renewal fund

In order to direct and control real estate development on its territory, the City has recorded transactions related to the purchase and sale of land and buildings subject to resale in a separate fund.

The transactions of the fund are recorded in accordance with recognized accounting practices, taking into consideration real estate sector particularities. The cost of real estate destined for sale is comprised of costs at the time of acquisition, as well as net financial and operating costs incurred while the property was held in inventory.

ix) Underground conduits fund

The City has recorded financial operations related to the construction, maintenance and administration of an underground conduit system within its territorial boundaries in a separate fund.

The operations of the fund are in accordance with recognized accounting practices with the exception of financial costs, which include the repayment of capital and the interest on the long-term debt. These are accounted for on a cash basis.

The City ascribes part of its operational costs to the work carried out. From year to year, The City determines its annual dues in order to cover the administrative, maintenance and financing costs of its underground conduits.

x) Scientific equipment fund.

As of January 1, 1990, the City has recorded the financial transactions of the planetarium, aquarium, zoo, insectarium and the biodome in a separate fund. Prior to this, they were recorded in the general fund. These transactions are accounted for on an accrual basis. Certain transactions are posted on a cash basis including, among others, costs relating to vacation and sick leave.

c) Investments

Investments are recorded at amortized cost based on the effective rate method up to their maturity date.

d) Allowance for doubtful accounts

The allowance for doubtful accounts is the sum of the unpaid debt for water and service tax and for business taxes levied more than two years prior to the date of the balance sheet, and of the estimated losses on other receivables.

e) Inventory

The inventory in stock is valued at average cost.

f) Real estate for sale.

Real estate is composed of land and buildings destined for sale. Properties are recorded at the lower of cost or net value at sale.

g) Expropriations underway

Since 1990, the City records real estate acquired through expropriations, of which the City is the owner even though the deeds have not been finalized.

h) Advances to paramunicipal organizations

According to the charter and other by-laws, advances made by the City to these organizations are shown at original cost on the City's balance sheet; City contributions to the current expenses or the deficit operations of these organizations are added to the balance.

i) Allowance for discount and expenses on bond issues

The allowance for discount and expenses on bond issues is the counterpart of the charges to the capital projects fund that account for financial expenses to be incurred at the time of financing. At the time of financing, the actual amount of discount and expenses of the bond issue is written off against this provision.

j) Allowance for disputed taxes

The allowance for disputed taxes is an estimate of capital and interest reimbursements which may result from court decisions related to disputed real estate valuations or rental values.

k) Reserves

Part of the general fund earnings after appropriations is used to create reserves for various future projects or for unexpected expenditures.

l) Reserved funds

Certain monies collected by the City are allocated to special accounts in the general fund. These are called reserved funds, to be used for parks, playgrounds and parking lots. This money cannot be used for anything but the specific purposes of these special accounts. In order to finance specific activities of these funds, the same accounting treatment is used to reserve the balance of municipal ventures funds.

m) Appropriations

The appropriations represent the origins and use of funds: those implying another fund; and those pertaining to the accumulated and reserve surplus (deficit) accounts. The appropriations do not constitute revenues or operational expenditures.

n) Pension costs and obligations

Pension obligations resulting from the pension plans offered by the City are determined through actuarial valuations based on the accrued benefit method, considering the years of service of employees participating in the various plans.

o) Presentation of expenditures

Expenditures are identified and presented according to the hierarchical structure as follows: functions, programs, sub- programs and activities. The purpose is to facilitate decision- making with respect to the allocation of necessary resources to achieve stated objectives.

The different expenditure functions are given as follows:

- general administration: the administrative costs necessary to run the City;
- public security: costs relating to police and fire prevention;
- transportation: expenditures relating to road, sidewalk, and streetlight maintenance, as well as activities relating to public transit and traffic;
- sanitation and ecology: aqueduct and sewer operation and maintenance costs. Activities such as environment maintenance and household garbage collection are included in this function;
- health and welfare: costs related to social aid and welfare;
- development and improvement of the territory: expenditures related to urban development and economic development;
- recreation and culture: costs related to the operation of libraries, arenas, swimming pools and all other services of a recreational and cultural character;
- material and technical support: costs related to the management of municipal buildings, the purchase and maintenance of equipment and vehicles, the maintenance of various installations, and computer support;
- financial support and contributions: costs related to the debt as well as contributions from various organizations.

3 - Advances to paramunicipal organizations

($ thousand)

	1990	1989
Association montréalaise d'action récréative et culturelle (1983) (AMARC)	7,715	7,737
Société d'habitation et de développement de Montréal (SHDM)	10,000	10,000
Société de développement industriel de Montréal (SODIM)	2,000	2,000
Société des terrains Angus (SOTAN)	3,000	3,000
Société du Palais de la Civilisation (SOPAC)	1,500	1,500
Société immobilière du patrimoine architectural de Montréal (SIMPA)	2,230	2,230
	26,445	26,467

4 - Real estate investments

($ thousand)

	1990	1989
Real Estate Assets		
Movable property	51,528	22,141
Real estate property - properties acquired for non-payment of taxes	717	717
Aqueducts, reservoirs and filtration plants	563,094	552,685
Sewers	238,816	205,160
Underground conduits	326,200	306,443
Streets, sidewalks, roadways, bridges and tunnels	656,894	595,339
Public warehouses and docks	437,555	399,140
Various acquisitions	165,745	144,937
Parks and playgrounds	254,428	232,604
Urban renewal	90,500	90,577
Urban development	55,196	54,782
Île Notre-Dame and expansion of île Saint-Hélène	37,756	37,756
Ville de Montréal Olympic installations	141,000	141,000
Local improvements	450,879	457,142
Materials rented under lease-purchase contracts	28,340	28,340
Long-term loans		
Office municipal d'habitation de Montréal	7,466	7,466
Société d'habitation et de développement de Montréal	8,185	
Waste sorting and disposal centre fund	16,083	10,990
Underground conduits fund	69,522	34,080
	3,599,710	3,321,299

Only the waste sorting and disposal centre fund investment is amortized. The amortization method employed is a linear one based on the life expectancy of the site (until 1993). On December 31, 1990, the amortization totalled $9.2 million ($4.4 million in 1989).

5 - LONG-TERM DEBT

($ thousand)

	1990	1989
Bonded debt	1,866,485	1,754,300
Lease-purchase contracts	15,772	20,799
	1,882,257	1,775,099
Less: Short-term payments due	133,945	90,237
Total long-term debt	1,748,312	1,684,862

The debt in foreign currency represents $265.3 million CAN. In the case of an exchange rate conversion effective at the end of the year, the repayment would be $353.3 million. The provision for exchange rate fluctuation increased to $19.6 million at this date.

The payment schedule for the long-term debt is set up as follows:

	Bonded debt	Lease-purchase contracts	Total
1991	128,433	5,512	133,945
1992	87,043	4,413	91,456
1993	118,407	3,441	121,848
1994	79,189	2,406	81,595
1995	128,827		128,827
1996-2010	1,324,586		1,324,586
	1,866,485	15,772	1,882,257

6 - Contractural Commitments and Contingent Liabilities

a) Contractual commitments

i) Lease commitments

The commitment of the City under property leases amounts to $270.5 million.

Payments for the coming years are established as follows:

1991	$ 23.1 million
1992	$ 26.3 million
1993	$ 22.4 million
1994	$ 15.6 million
1995	$ 11.1 million
1996-2050	$172.0 million
	$270.5 million

ii) Sick-leave plan

No allowance has been recorded in the City's accounts with respect to the value of accumulated sick days under the sick-leave plan before December 31, 1983. On the basis of the salaries paid as of the end of the year, this liability is estimated at $76.6 million. It will be accounted for when paid at the time employees leave. Sick-leave attributed after December 31, 1983 is paid annually.

iii) Retirement plans of City employees

City employees must participate in defined-benefit contributory pension plans under which they will receive a pension based on the length of service and salary. Pension costs are established according to management's probable assumptions based on the projected benefit method prorated on the years of service of the employees' groups.

By virtue of certain agreements, in addition to the usual contributions, the City is committed to making special staggered payments from January 1, 1984, to December 31, 2045, in order to meet its obligations related to past services with respect to its employees' pension plans.

The amounts of special payments made during the 1990 fiscal year were determined on January 1, 1987, and should be revised at the time of the next triennial actuarial valuations, which are required according to the Loi sur les régimes supplémentaires de rentes, which came into effect December 31, 1989. Following the hiring of a new actuarial firm, the Régie des rentes du Québec granted the City with an extension to produce the aforementioned evaluations required by law. The last actuarial valuations, dated December 31, 1986, indicate that the plans are fully funded, in accordance with the aforementioned agreements.

These special installments are now established as follows for the next five years:

1991	$37.4 million
1992	$41.2 million
1993	$45.3 million
1994	$49.8 million
1995	$54.8 million

Following retirement plan revaluations, the City is committed to a series of payments spread over the period between January 1, 1989 and December 31, 2003. According to the actuarial evaluations of March 21, 1990 and July 27, 1990 - now awaiting approval by the Régie des rentes du Québec - these payments are established at $4.6 million per year.

According to the latest triennial actuarial valuations of the plans as at December 31, 1990, the present value of these special installments and of the actuarial surplus for each plan is as follows:

($ thousand)	Present value of future special installments	Actuarial surplus
Retirement plans for manual employees of the Ville de Montréal	165.3	14.1
Retirement plans for civil servants of the Ville de Montréal	364.7	19.5
Retirement plans for officials of the Ville de Montréal	132.3	7.2
Retirement plans for supervisors of the Ville de Montréal	68.8	0.7
Retirement plans for firefighters of the Ville de Montréal	223.1	10.5
Retirement plans for professionals of the Ville de Montréal	61.0	0.4
	1,015.2	52.4

iv) Retirement plans for policemen employed by the City prior to January 1, 1972

In order to provide for the liquidation of its commitments towards the retirement plan of policemen formerly in service, the City is committed to making a series of special payments until the year 2025, conforming to an agreement made in June, 1977, with the Association de bienfaisance et de retraite de la police de Montréal.

According to the triennial actuarial valuation as at December 31, 1988, the special payments are established at $12 million for each of the next five years.

The present value of these special payments represents $138.6 million as at December 31, 1990.

b) Contingent liabilities

i) Indirect bonded debt

In addition to the direct bonded debt recorded in its financial statements, the City is jointly and severally liable with the other municipalities of the Communauté urbaine de Montréal (C.U.M.) for the bonded debt of the said Communauté and of the Société de transport de la Communauté urbaine de Montréal (S.T.C.U.M.). The City's share of the net bonded debt and the long-term finance expenditures of these organizations is $362.7 million ($313.7 million in 1989).

ii) Court claims

As at December 31, 1990, court claims pending against the City reached $194.8 million. The City is contesting the merits of these claims before the courts.

iii) Loan guarantees

The City has unconditionally guaranteed the refund of loans made to the Association montréalaise d'action récréative et culturelle (1983) (AMARC) through capital lease agreements. The outstanding balance of the obligations of AMARC in virtue of these agreements amounts to $15.5 million as at December 31, 1990.

7- Participation in the Communauté urbaine de Montréal (C.U.M.)

The City is part of the C.U.M., a regional governmental organization which consists of 29 municipalities and is responsible for certain regional municipal activities. The C.U.M. was created under a Bill of the Assemblée nationale du Québec effective January 1, 1970. The expenditures of the C.U.M. and that of the Société de transport de la Communauté urbaine de Montréal (S.T.C.U.M.), a distinct corporation which falls under the mandate of the C.U.M., after deducting grants from the government of Québec, are paid by the constituting municipalities according to each municipality's fiscal potential.

The City is responsible for approximately 55% of the C.U.M.'s expenditures apportioned among the participating municipalities. The City records, in the general fund, the following contributions:

Expenditure by program ($ thousand)	1990	1989
General Administration	24,829	25,202
Public security	187,998	179,477
Transportation	81,541	72,615
Sanitation and ecology	12,827	12,548
Development and improvement of the territory	3,695	3,254
Recreation and culture	4,154	3,372
Material and technical support	45,258	39,583
	360,302	336,051

8 - Events after December 31, 1990

Under terms of a contract signed February 28, 1991, the City, as of March 7, 1991, issued bonds in the amount of $100 million CAN at a rate of 11.25% maturing March 7, 1996.

From this borrowing, $30 million CAN, will serve as part payment on a $50 million CAN loan maturing on May 5, 1991. The rest of this loan will be paid from the sinking fund.

9 - Comparative Figures

Certain figures in the financial statements of 1989 were adjusted to conform to the new presentation of the 1990 financial statements.

10 - The Auditors's Report does not extend to the annexes, nor to the complementary and statistical information